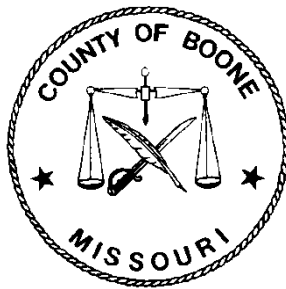


911/Emergency Management Advisory Board

Final Report



Presented to the
Boone County, Missouri Commission

January 17, 2013

I. Background

The 911/Emergency Management Advisory Board was formed by Boone County Commission Order 464-2012 on September 25, 2012 for the purposes of providing a recommendation to the County Commission on the appropriate ballot issue to present to the voters in April, 2013 to fund 911-Joint Communications services and Emergency Management services to the Citizens of Boone County.

911/Emergency Management Advisory Board:

Nine citizens representing Boone County were appointed to the Advisory Board.

- Dr. Bart Wechsler, Chair
- Rusty Antel
- Lynn Behrns
- Ted Boehm
- Joel Bullard
- Ty Jacobs
- Mike Lyman
- R.D. Porter
- Stephen Smith

Advisory Board members brought a wide breadth of experience and expertise to the decision making process and their recommendations to the Boone County Commission are detailed below. Background information on each member of the Advisory Board is included in the Appendix, as well as the Commission Order establishing the Advisory Board.

911/Emergency Management Advisory Board Meetings:

Seven meetings were held by the Advisory Board. Meetings were held on the following dates:

- October 9, 2012
- October 25, 2012
- November 1, 2012
- November 15, 2012
- November 29, 2012
- December 6, 2012
- December 13, 2012

Minutes are included in the Appendix. Advisory Board members were provided additional background materials and information and discussed at length their recommendations.

Joint Communications Tour:

A tour of the existing Joint Communications facility (911 Joint Communications/Dispatch Center and the Emergency Management Operations Center) was conducted after the November 29th Advisory Board meeting. Photos from the existing Joint Communications facility are included in the Appendix.

Document Review:

The Advisory Board reviewed a wide spectrum of documents and additional materials provided by key stakeholders. Documents, materials and presentations provided to key stakeholders included the following:

- 911/Emergency Management Advisory Committee Initial Packet, which included Order Forming Committee, Commission Order 464-2012, Advisory Board Roster, Background, Identified Resources Available to the Board, Primary Issues for Research and Recommendation, Identified Issues to Consider, Sunshine Act – A Primer, Possible General Sales Tax Ballot Proposal, and RSMo Chapter 190 Statutes.
- Boone County Sheriff Dwayne Carey Presentation to Advisory Board dated 10-9-12.
- Boone County Fire Protection District Chief Scott Olsen Presentation to Advisory board dated 10-9-12 and handout provided to the Advisory Board at their 11-15-12 meeting.
- Blue Ribbon Presentation – General Sales Tax vs. vs. Statute 190.335 by Boone County Sheriff Dwayne Carey – dated 11-29-12
- New Communications Organization Budget Projections/Considerations – Sheriff Dwayne Carey – 12-6-12
- 2012 PSJCC Meeting Minutes
- History of PSJC – Legal Perspective - Prepared By: C.J. Dykhous, Boone County Counselor - (5-14-2012
- Columbia/Boone County Public Safety Joint Communications – Original 1977 Agreement, Addendums, Amendments and Agreements for Dispatching Services
- E-Gov Pubic Safety System Selection for the City of Columbia and Boone County – Findings and Recommendations Committee Report June 29, 2012 – Summary and Full Report
- May 2012 PSJC Stats Summary (Circuit Usage)
- Memo to Margrace Buckler, Human Resources Director from Zim Schwartz, PSJC/OEM Director dated March 15, 2011 regarding New Position Requests – OEM

- Memo to Margrace Buckler, Human Resources Director from Zim Schwartz, PSJC/OEM Director dated March 15, 2011 regarding New Position Requests – PSJC
- PSJC Data Report for City Manager Mike Mathes dated 11-29-12
- PSJC Services to Cut List dated 8-18-10
- PSJC SWOT
- Responsive Governance Initiative Public Safety Joint Communications and Office of Emergency Management - January 3, 2011
- PSJC Mission Statement – October 2011
- PSJC/OEM Presentation by Zim Schwartz, Director – January 2011
- PSJC/OEM Council Presentation by Zim Schwartz, Director – 6-15-09
- PSJC Council Retreat Presentation by Zim Schwartz, Director – Council Retreat 2010
- PSJC Situational Presentation by Boone County Fire Protection District Chief Scott Olsen – Presented to 911/Emergency Management Advisory Board on 10-9-12
- Memo from Joe Piper to William Watkins dated November 10, 2010 regarding Springfield Visit (Visit to Springfield Emergency Communications (911) Center and Springfield-Greene County Office of Emergency Management)
- NENA Call Answering Standard/Model Recommendation

II. Stakeholder Engagement Process

As a part of the decision making process, the Advisory Board recognized that there were several key agencies and stakeholders whom the Board needed to hear from and get input from in order to be able to make the most informed and educated recommendation to the County Commission. Therefore, key stakeholder and user agencies were invited to make presentations to the Advisory Board.

Presentations, comments and background materials were provided by the following key stakeholders:

- Boone County Commissioner Dan Atwill
- Boone County Sheriff Dwayne Carey
- Boone County Counselor CJ Dykhouse
- Boone County Auditor June Pitchford
- Boone County Fire Protection District Chief Scott Olson
- Boone County Fire Protection District – Board Member Shelley Dometrorch
- City of Columbia – City Manager Mike Mathes
- City of Columbia - Police Chief Ken Burton
- City of Columbia - Fire Chief Chuck Witt
- Southern Boone Fire Protection District – Board Member Jim Saylor
- Southern Boone Fire Protection District – Chief Roger Jaeger
- University Hospital Emergency Services – Manager Brenda Jensen

- PSJC Dispatcher Supervisor – Stacy Swon
- Boone Hospital EMS – Ambulance Supervisor Marc Carr
- Former Director of Joint Communications – Zim Schwartze
- Dave Dunford – PSJC Technical Consultant

Stakeholders were asked as a part of their presentations to provide responses to the following questions:

- 1) Their assessment of the current situation
- 2) In light of the situation as you currently see it from your organization’s perspective, what do you feel needs to be done in terms of governance and programs?
- 3) Are there certain programmatic items that you are anticipating will be funded from this effort (assuming whatever is placed on the ballot does in fact garner voter approval)?
- 4) Are there certain alternatives that as an organization you can or cannot support in terms of governance and programmatic recommendations?

All of the stakeholder presentations and materials were taken into consideration as part of the Advisory Board’s deliberation and decision making process.

III. Findings

As described previously, the Advisory Board heard from the relevant stakeholders as well as other knowledgeable individuals, reviewed a variety of documents and other materials, visited both the 911 Joint Communications/Dispatch Center and the Emergency Management Operations Center, and discussed at length what we had learned. This extensive process yielded a set of findings that support the Advisory Board’s recommendations that we make below. In this section of our report, we present an assessment of the current operational situation and governance options.

Assessment of the Current Situation

1. 911 Joint Communications/Dispatch capacity has not kept pace with the demands created by growth in Boone County, rapid changes in technology, and the assignment of a variety of tasks not directly related to core mission areas. Population growth and the increased use of cell

phones have resulted in significantly greater call volume that can at times overwhelm the call takers. This may result in delayed response, disconnects, and other problems. As the Board reviewed the data and heard from stakeholders, we concluded that current staffing levels are insufficient, information technology and telecommunication equipment are outdated, and facilities are inadequate to meet community needs. Current staff numbers (25 including 5 in training) are well below national standards, resulting in service issues and excessive overtime. (It should be noted that the Board was very impressed by the quality and dedication of the dispatchers who provide good service under very difficult circumstances.) Essential equipment and technology is outdated and the necessary upgrades and expansion will require a significant investment. The Center space is cramped and the potential for expansion in the current location is limited if not impossible. Compounding the problem has been the growing number of unrelated tasks that have been delegated to Joint Communications/Dispatch (e.g., monitoring the Columbia Police Department's bait car.)

2. Under the current intergovernmental cooperative agreement, 911 Joint Communication/Dispatch is funded by user fees charged to each member agency. For most of the agencies (e.g., City of Columbia, Boone County), these fees are paid out of their general operating budgets and compete with other funding priorities. Despite repeated requests for additional funding to address the issues noted above, the budget allocations have not kept pace with need.
3. Members of the Advisory Board also found significant shortcomings in the Emergency Management Operations Center, related primarily to the facility itself. The current facility, located in the old Armory, appears to lack the capacity to serve the community in a severe natural or man-made disaster or other critical emergency. The building is not rated to withstand a major storm event such as a tornado and, in any significant emergency event, the space would

not be sufficiently functional to meet community needs. As with the Joint Communication/Dispatch Center, the Advisory Board finds that the current infrastructure requires significant upgrading.

Governance

1. The Public Service Joint Communications Committee has had responsibility for governance as specified in the intergovernmental cooperative agreement. (Voting members of the PSJC Committee are the Boone County Fire Protection District Chief, Boone County Fire Protection District President, Boone County Presiding Commissioner, Boone County Sheriff, City Manager of Columbia, Columbia Fire Chief, and Columbia Police Chief. University and Boone County Hospitals share one vote and Southern Boone Fire Protection District has a partial based on its proportional contribution to the budget.) Although the current arrangement was first established in 1977 and subsequently amended to accommodate changing circumstances, it became clear to the Advisory Board that agreement had become increasingly dysfunctional over time. While this was recognized by the member agencies, they were unable to reach an agreement on how to proceed.
2. As the Advisory Board learned early on, there are two avenues available for organizing, governing, and financing 911 Joint Communications/Dispatch. The first is a political subdivision created under RSMo Secs. 190.335-190.340. Under the 190 option, an elected board would have responsibility for establishing policy, determining the budget, hiring and supervising a director. Boone County voters would be required to approve a sales tax to fund operations. The new board would have responsibility only for joint communications/dispatch. Another structure and funding mechanism would need to be identified for emergency management. The second option is to place both joint communications/dispatch and emergency management under the

jurisdiction of the Boone County Commission and ask Boone County voters to approve a general sales tax to fund both functions.

3. The Advisory Board found that the 190 option had several positive features: (1) an elected board with a specific and limited mission would be more focused, have greater autonomy, and be more accountable to citizens and the user agencies and (2) such an arrangement would limit the potential for reallocation of funds to other purposes or the assignment of duties unrelated to 911 Joint Communications/Dispatch. On the other hand, the Board concluded that the 190 option could (1) take longer to become operational, and implement improvements to services, (2) require new and duplicative infrastructure, (3) place considerable administrative burden on volunteer board members, and (4) potentially increase short- and long-term costs. The Advisory Board also found that the inability to include emergency management within a 190-based entity was a major shortcoming of the 190 option.
4. The Advisory Board determined that the county government option had the following positive elements: (1) both joint communications/dispatch and emergency management could be funded by a general sales tax, (2) county government has the existing infrastructure, support services, and bonding history to allow for a quicker start-up, (3) management capacity of county government would allow initial focus to be on service improvements rather than organizational issues, (4) shared services with county government would reduce administrative costs, and (5) both functions could be co-located on land already owned by the county. The Advisory Board also identified the following concerns: (1) perception that this represented an expansion of county government, (2) potential for reallocation of revenues to other purposes, (3) lack of input from user agencies, and (4) lack of experience with management of these functions.

IV. Recommendations

At its meetings on December 6 and 13, the 911/Emergency Management Advisory Board reviewed its findings and discussed the two options for restructuring 911 Joint Communications/Dispatch and Emergency Management. On December 13, the Advisory Board adopted the following recommendations. All members present voted in favor of the recommendations and one absent member submitted a memorandum in support of the option recommended. The second absent member had unanswered questions that left him unwilling to vote in favor of either option at this time.

1. Governance

The 911/Emergency Management Advisory Board recommends the Boone County Commission adopt the general sales tax (county option) for the governance of 911 Joint Communications/Dispatch and Emergency Management operation with the understanding that the ballot language specifies the tax is restricted for those purposes only.

2. Location

The 911/Emergency Management Advisory Committee recommends to the Boone County Commission that the County should build a separate facility to house both 911/Joint Communications and Emergency Management on the law enforcement campus in a facility appropriate for the function.

3. Technology

The 911/Emergency Management Advisory Committee recommends to the Boone County Commission that this new entity makes replacements of outdated and inadequate information technology and telecommunication equipment and that it also maintains a policy of upgrading in a way that provides the level of service that is consistent with the needs of the community.

4. Records Management System Recommendation

The 911/Emergency Management Advisory Board recommends that the records management system not be included in this proposal as it is outside of the scope of a 911/Joint Communications and Emergency Management operation.

5. Establishment of Advisory Board

The 911/Emergency Management Advisory Board recommends the County create and maintain an advisory board to provide input from user agencies and the community to the County on the operation of Joint Communications.

V. Appendix

- a. Boone County Commission Order 464-2012
- b. Bios/Resumes of 911/Emergency Management Advisory Board members
- c. Minutes of 911/Emergency Management Advisory Board Meetings
- d. Photos of existing Joint Communications Facility (To be included)
- e. Photos of existing Emergency Operations Center (To be included)
- f. Photos of other Joint Communications Facilities and Emergency Operation Centers (To be included)

CERTIFIED COPY OF ORDER

STATE OF MISSOURI

County of Boone

} ea.

September Session of the July Adjourned

Term. 20 12

In the County Commission of said county, on the

25th

day of September

20 12

the following, among other proceedings, were had, viz:

Now on this day the County Commission of the County of Boone does hereby appoint the following citizens to serve on the 911 / Emergency Management Advisory Board:

- Dr. Bart Weschler, Chair
- Rusty Antel
- Lynn Behrns
- Ted Boehm
- Joel Bullard
- Ty Jacobs
- Dr. Mike Lyman
- R.D. Porter
- Steven C. Smith

This Board is formed for the purpose of providing a recommendation to the County Commission on the appropriate ballot issue to present to the voters in April, 2013 to fund 911-Joint Communications services and Emergency Management services to the citizens of Boone County, Missouri, and such other recommendations as requested by the County Commission. In order to properly plan and promote the planned ballot issue, the Board is requested to investigate the issues and make its recommendation to the Commission as soon as possible, and no later than early December, 2012.

Done this 25th day of September, 2012.

ATTEST:

Wendy S. Noren
Clerk of the County Commission

Daniel K. Atwill
Presiding Commissioner

Karen M. Miller
District I Commissioner

Skip Elkin
District II Commissioner

911/Emergency Management Advisory Board Bios

Rusty Antel

EDUCATION:

University of Missouri – Columbia School of Law JD	1981
University of Pennsylvania – BA cum laude	1976
History Major	

PROFESSIONAL:

Walther, Antel, Stamper & Fischer, PC, Columbia, Missouri	March 1990 to date
Managing partner of private four partner law firm	
Specialized practice in criminal defense	

Boone County Prosecuting Attorney	August 1981 to
March 1990	
Assistant Prosecuting Attorney	1981 – 1984
First Assistant Prosecuting Attorney	1984 – 1990
Supervised professional and administrative staff	
Extensive trial experience handling a complete variety of criminal cases	

COMMUNITY:

Reality House Residential Treatment Center, Columbia, Missouri	
Private not-for-profit comprehensive alcohol, drug and mental health treatment program.	
Board of Directors	1989 to date
Chair, Board of Directors	1992 to 2002

Boone County Judicial and Law Enforcement Task Force	
Advisory board to Boone County Commission on matters pertaining to the courts and law enforcement	
Chair	2002 to date

Boone County Jail Task Force I	1997
Boone County Jail Task Force II	2001
Committee appointed by Boone County Commission to study managing Boone County Jail population	
Sub-committee chair, Jail and Sheriff's Department sub-committee	

Boone County Circuit Court Criminal Justice Administration Committee	2006 to date
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Appointed by Presiding Circuit Judge as private bar representative.
Committee meets to discuss court administration and management of
population of Boone County Jail.

Missouri Bar Criminal Justice Task Force 2009 – 2010
Member of a group of attorneys appointed by President of the Missouri
Bar to study funding of the criminal justice system including public
defenders and prosecutors.

Boone County Space Needs Committee 2005 – 2006
Member of community board appointed by Boone County Commission to
study Boone County government space needs and expansion to the
Boone County Courthouse

PERSONAL:

Columbia, Missouri resident since 1978
Married to Debbie Antel
Children: Michael – Truman State University Sophomore
Jon – Rock Bridge High School Junior

Lynn Behrns

Lynn P. Behrns has been City Administrator for the City of Centralia for more
than 27 years.

Behrns was born in Denver, Colorado in 1948 and grew up on in Alaska, Texas,
Alabama, and Colorado. He attended the University of Colorado–Boulder and
received a Bachelor of Arts degree in Political Science and Economics in 1970.

In 1971 Behrns was drafted and served in the United State Army. After a tour in
the Republic of South Vietnam, he was honorably discharged in 1972 at the rank
of Specialist E-5 and with a Bronze Star for Service. He attended the University
of Colorado Graduate School of Public Affairs and was awarded a Master of
Public Administrator degree in 1974.

After a temporary assignment with the State of Colorado Division of Local
Government, he became the City Planner of Rifle, Colorado, working during a
time of rapid growth associated with the oil shale boon of the mid-1970s. Behrns
was then City Manager of Kinsley, Kansas and City Administrator of LaVista,
Nebraska before coming to Centralia in April 1985..

Behrns is a member of the International City/County Management Association
and the Missouri City/County Management Association, serving one term on the
MCMA Board of Directors. He has also served on the Board of Directors of the

Boone County Historical Society and its Endowment Trust and is a member of the Centralia Rotary Club

Ted Boehm

Ted Boehm started his law enforcement career in Boone County in 1968, as a Missouri State Trooper and retired from law enforcement in Boone County in 2004, after serving 20 years as Boone County Sheriff.

Joel Bullard

- Graduate of University of Missouri in 1971 with BS in Agriculture Economics
- Veteran with Missouri Army National Guard
- Past President Southern Boone County School Board
- Past President Missouri Crop Improvement Ass'n
- Current President of Boone Electric Cooperative Board of Directors
- Lifelong resident of Boone County Missouri
- Farm: Bullard Seed Company
- Current occupation --Farmer and Seedsman

Ty Jacobs

Ty Jacobs is currently enjoying serving our Nation's Veterans as the Chief Technology Officer (CTO) in the Office of Information and Technology at the Truman VA hospital. As the CTO, he is responsible for the coordination of Information Technology (IT) staff and serves as the facility's IT expert. He moved to Columbia in 1990 and graduated Cum Laude from Columbia College in 1999 with a Bachelor of Science degree in Computer Information Systems. He enjoys attending Mizzou football games and spending time with his wife and children.

Dr. Michael Lyman

CURRENT POSITION

Current Position:

Columbia College
Professor of Criminal Justice
Service from: August 1989 to Present

Responsibilities:

- Coordinator: Master of Science of Criminal Justice degree program
- Program Director: Bachelor of Science of Forensic Science degree program
- Developed the curriculum for the Master of Science in Criminal Justice (MSCJ) program
- Developed curriculum for Bachelor of Science of Forensic Science degree program
- Former department chairman from 1989-2001.
- Undergraduate courses taught include Introduction to Criminal Justice; Policing in America; Criminal Investigation; Management of Criminal Justice Agencies. Graduate courses taught include: Development of Standard Operating Procedure; Policy Development and Evaluation; Current Issues and Future Directions in Criminal Justice.

PREVIOUS EMPLOYMENT

General Background:

As a law enforcement officer I have participated in over 600 felony arrests and testified in over 260 criminal trials and hearings. I also regularly sat on shooting and disciplinary boards and served as lead investigator in numerous internal affairs investigations.

I have also been the lead investigator in cases involving numerous crimes. These include but are not limited to: murder, extortion, arson, drug trafficking, corruption, rape, burglary, robbery, assault, organized crime investigations. In this capacity I have developed and managed informants, worked with witnesses, victims, newspaper reporters, federal agencies and working undercover in criminal investigations. Duties have included surveillance operations; interviews of witnesses; interrogations of suspects; arrests; searches & seizures, etc.

Certified Generalist Instructor - The University of Missouri-Columbia

Law Enforcement Training Institute - School of Law
321 Hearnes Center
Columbia, Missouri 65211

From - 7-15-86 to 8-15-89

Responsibilities: Instructed police office recruits in police academy in the areas of criminal investigation, interviews & interrogations, informant management, use of force, felony arrests, professional ethics Police academy program coordinator keynote speaker at academy graduation ceremonies

The Oklahoma Bureau of Narcotics and Dangerous Drugs (state police bureau)

4545 North Lincoln Blvd.
Oklahoma City, Oklahoma 73102
Position –Criminal Investigator

Responsibilities: Originated and managed large-scale criminal investigations throughout the State of Oklahoma; testified in criminal court on both the federal and state level; made arrests; served search warrants; conducted interrogations; served on personnel hiring boards; disciplinary boards; shooting review and promotion boards; conducted background investigations of prospective recruits and conducted numerous internal affairs investigations as Sr. investigator; testified in two congressional hearings.

I also served as training and field training officer (FTO) for new recruits for over four years.

From - 10/1/81 to 7/9/86

The Kansas Bureau of Investigation (state police investigative bureau)

1620 Tyler
Topeka, Kansas 66612
Position –Criminal Investigator

Responsibilities: Originated and managed large-scale criminal investigations throughout the State of Kansas; testified in criminal court on both the federal and state level; made arrests; served search warrants; conducted interviews and interrogations; conducted numerous internal affairs and pre-employment background investigations.

From - 6/75 to 10/80

Agent – City County Investigative Squad (Johnson County, Kansas)

Johnson County Courthouse, Olathe, Kansas (Kansas City Metro Area) Task Force concept utilizing officers on loan from 13 jurisdictions. This unit is no longer in existence as it operated on grant money which was depleted during the early 1980s.

Position –Criminal Investigator (civilian)

Responsibilities: Initiated full-scale criminal investigations at the direction of the unit Manager; enforced the laws of the State of Kansas; assisted in conducting arrests and serving search warrants; developed and managed informants; testified in criminal hearings and trials; conducted interviews and interrogations.

From - 6/74 to 6/75

Visiting Professor – University of Oklahoma

Norman, Oklahoma
From 1986-1989

In this capacity I was brought to Oklahoma three times each year (December, May and August intercessions) for a period of nine years to teach courses in the law Enforcement Administration Program.

PUBLICATIONS

Textbooks:

1. Lyman, M. D. (2013). Criminal Investigation: The Art and the Science, 7th ed. Prentice Hall: Upper Saddle River, NJ.
2. Lyman, M. D. (2013). Criminal Investigation. Pearson Education: Columbus, OH.
3. Lyman, M. D. & G. W. Potter (2011). Organized Crime, 5th ed . Prentice Hall: Upper Saddle River, NJ
4. Lyman, M. D. (2010). The Police: An Introduction, 4th ed. Prentice Hall: Upper Saddle River, NJ. Fourth Edition due out in May 2009.
5. Lyman, M. D. (2007). Practical Drug Enforcement, 3rd ed. CRC Press: Boca Raton, FL
6. Lyman, M. D. & G. W. Potter (2011). Drugs in Society: Causes, Concepts and

Control, 6th ed. Elsevier/Anderson Publishing: Cincinnati, OH.

7. Lyman, M. D. (1989). Gangland: Drug Trafficking by Organized Criminals. Springfield, IL: Charles Thomas Publisher
8. Lyman, M. D. (1987). Narcotics and Crime Control. Springfield, IL: Charles Thomas Publisher

Articles / Essays:

Lyman, M. (2005). "Drug Enforcement in the United States." An essay for The Encyclopedia of Law Enforcement, Sage Publications: Thousand Oaks, CA.

Lyman, M. (2005). "Undercover Operations." An essay for The Encyclopedia of Law Enforcement, Sage Publications: Thousand Oaks, CA.

Lyman, M. (2004). The Decision to Chase: Revisiting Police Pursuits and the appropriateness of Action. The Police Forum Journal.

Lyman, M. (2004). "Transnational Organized Crime." An essay for The Encyclopedia of Murder & Violent Crime; Eric Hickey Editor. Sage Publications: Thousand Oaks, CA.

Lyman, M. (2004). "Domestic Organized Crime." An essay for The Encyclopedia of Murder & Violent Crime. Sage Publications: Thousand Oaks, CA.

AWARDS

- 2004 Community Partner Award presented by the Columbia Missouri Police Foundation, February 2004.
- Police Instructor of the Year Award presented by the Missouri Department of Public Safety, Peace Officer's Standards and Training (POST). Presented April 1989.
- Meritorious Award for Independent Study Course presented by the National University Continuing Education Association. April 1989.

ACADEMIC BACKGROUND

- Doctor of Philosophy (1992) Higher and Adult Education and Foundations. University of Missouri-Columbia, Columbia, Missouri
- Master of Science in Administration of Justice – Police Agency

Management (1979) Wichita State University Graduate School, Wichita, Kansas

- Bachelor of Science in Administration of Justice (1977) Wichita State University, Wichita, Kansas
- Successfully completed 16-hour Taser Instructor course in April 2009

CONSULTING

- I have been practicing as an expert witness/consultant since 2001 and as such have sat on both sides of the table evaluating cases for both plaintiff and defense. Of the cases I have accepted for review, approximately 65 percent are for the plaintiff and 35 percent for the defense. Thus far, I have reviewed over 260 cases in over thirty states and have provided expert testimony on approximately 140 occasions. I have also testified in at trial numerous 1983 civil federal actions. For the most part, my expertise is in the area of use of force but I have provided testimony in the areas of proper investigative procedures and police supervision. I consider cases for both defense and plaintiff, and favor neither.
- In April 2009 I consulted for a Hollywood production company by reviewed and providing creative feedback on a screenplay for a television pilot. The company, Saint of Circumstance Productions is a Twentieth Century Fox company.
- I have served as consultant for the Federal Research Division of the U.S. Library of Congress and the Director of Central Intelligence Crime and Narcotics Center in Washington DC (in January 2003.)
- I have conducted police training seminars for the Public Agency Training Council located at 5101 Decatur Blvd. Ste. L., Indianapolis, IN. Topics included: criminal investigation; undercover operations and informant management (in Columbus, OH (1989-1991).
- In 2006 I, along with two police detectives, wrote a model policy and companion paper on digital crime scene photography for the International Association of Chiefs of Police (IACP), which is used as a national guideline for police policy development. This model policy is currently available through the IACP.

ORGANIZATIONAL AFFILIATIONS

- International Association of Chief's of Police (IACP)
- Academy of Criminal Justice Sciences (ACJS)

- American Society of Criminology (ASC)
- American Academy of Forensic Science (AAFS)
- American College of Forensic Examiners International (ACFEI)
- The International Association for the Study of Organized Crime (IASOC)

R.D. Porter, ENP

R.D. Porter, ENP has over three decades of Public Safety experience. He began his career as a part time dispatcher and jailer for the Pulaski County, MO Sheriff Department which included Ft. Leonard Wood. After graduating the Missouri Law Enforcement Academy, R.D. was assigned to the patrol division. R.D. later served as the Chief of Communications and Training/Recruitment Director for staff and line officers. During this time, he was instrumental in establishing the county 9-1-1 system where he also served as the County 9-1-1 Director, County Emergency Management Director and County Local Emergency Planning Commission Chairman. R.D. was selected to be an instructor for the Missouri Sheriffs Training Academy prior to being promoted to Chief Deputy (Undersheriff) and served as interim Sheriff for a time. R.D. was the 9-1-1 Coordinator for the State of Missouri, and was appointed to the State 9-1-1 Commission where he served as the Chairman of the 9-1-1 training and certification committee. During this period, a new statewide training standard was established and certification requirements were identified and approved.

R.D. is certified as an Emergency Number Professional (ENP) by the National Emergency Number Association (NENA). R.D. served as Missouri NENA Chapter President for two terms and currently serves as 2nd Vice President. R.D. is currently employed by L.R. Kimball as a Public Safety Consultant and Senior Technical Lead for Operations and Automated Systems

RD is a graduate of Columbia College with a Bachelors of Science degree in Business Administration.

Stephen C. Smith, CPA

Stephen C. Smith, CPA, is one of the fourteen owner/members of Williams-Keepers LLC, a CPA firm of approximately 100 personnel with offices in Columbia and Jefferson City. He has been a CPA in public practice since 1974, providing primarily audit, accounting and related services.

Steve's clientele is largely concentrated in higher education institutions, not-for-profit organizations and local governmental entities. During his career he has served a wide variety of businesses as well. In addition to serving clients of the

firm, he is also Williams-Keepers' Chief Financial Officer and oversees the firm's risk management and quality control.

Dr. Barton Wechsler

Barton Wechsler has been professor of public affairs and Dean of the Truman School of Public Affairs at the University of Missouri-Columbia since 2000. Previously he served as the founding dean of the Muskie School of Public Service at the University of Southern Maine and as a faculty member at the University of Illinois and Florida State University. While at Florida State, he received the University's Award for Teaching Excellence.

Dr. Wechsler teaches several graduate courses in public management, including strategic planning and performance measurement, organization dynamics and leadership, and social innovation. He has conducted leadership development programs for public officials, fire and police officers, and nonprofit executives. His research on public management has been published in *Public Administration Review*, *Administration and Society*, *Journal of the American Planning Association*, *Public Productivity and Management Review*, *Review of Public Personnel Administration*, other academic and practitioner journals, and numerous edited books. Dr. Wechsler serves on the editorial board of *Public Productivity and Management Review*.

911/Emergency Management Advisory Board

October 9, 2012

Boone County Government Center – Conference Room 301

MINUTES

Committee Members Present:

- Bart Wechesler, Chair
- Rusty Antel
- Lynn Behrns
- Ted Boehm
- Joel Bullard
- Ty Jacobs
- Mike Lyman
- R.D. Porter
- Steven Smith

The meeting was called to order at 5:00 p.m. by the Chair

There was an introduction by Boone County Presiding Commissioner Dan Atwill.

The Chair reviewed Boone County Commission Order 464-2012, the Order forming the Advisory Committee.

Boone County Sheriff Dwayne Carey gave a presentation on the needs of Joint Communications. A copy of the presentation and handout are attached. Sheriff Carey outlined his work with Joint Communications during the summer of 2012 and gave an overview of the duties of Joint Communications, the staffing needs, and the space needs.

Boone County Fire Protection District Chief Scott Olson gave a presentation on Emergency Management. A copy of the presentation is attached. Chief Olson reported on his work in updating the County's emergency operations plan, and mentioned his intention to seek his Board's approval to continue as the Interim Emergency Manager for Boone County through the end of 2013.

The next meeting was scheduled for Thursday, October 25, 2012, at 5:00 p.m. at the Boone County Government Center.

The meeting adjourned at 6:45 p.m.

911/Emergency Management Advisory Board
October 25, 2012
Boone County Government Center – Commission Chambers

MINUTES

Committee Members Present:

- Bart Wechsler, Chair
- Rusty Antel
- Lynn Behrns
- Ted Boehm
- Joel Bullard
- Ty Jacobs
- Mike Lyman
- R.D. Porter
- Steven Smith

The meeting was called to order at 5:00 p.m. by the Chair.

Those present did introductions and a roll call of committee members was taken. In addition to committee members present, additional attendees included Boone County Commissioner Dan Atwill, Boone County Sheriff Dwayne Carey, County Counselor CJ Dykhous, and Boone County Fire Protection District Board Member Shelley Dometrorch. In addition, Kim Becking, with Momentum Public Strategies was introduced as staff support/facilitator for the Advisory Board.

A motion was made and seconded to approve the minutes as presented from the October 9, 2012. Motion passed and minutes were approved as presented.

The Advisory Board discussed the development of a work plan to guide their work over the next few months. The Board's work is to be completed by early December unless work needs to be extended. The Board agreed to try and meet the timeline of mid-December to have their work completed – unless circumstances dictated needing more time.

The Chair indicated that he may be traveling and unavailable for one or two meetings and would like to appoint a deputy chair to fulfill the Chair's duties when the Chair is not present. Chair Wechsler appointed R.D. Porter as deputy chair.

Future meetings of the board were determined.

The Board will convene on the following dates:

- November 1st
- November 15th
- November 29th
- December 6th
- December 13th (if necessary to finalize recommendations)

Location: Commission Chambers if available.

Key Information and Data Needed:

The Board discussed additional information needed for them to make a recommendation, including a list of key stakeholders whom they want to hear from. The Board recognized that there are several key agencies whom the Board needs to hear from and get input from in order to be able to make the most informed and educated recommendation to the Commission.

Key stakeholders identified to engage and invite to upcoming Board meetings (along with suggested dates for presentations in parenthesis) include:

- City Manager Mike Mathes (Nov. 1st)
- Columbia Police Chief (Nov. 1st)
- Columbia Fire Chief (Nov. 1st)
- Hospitals (University System – Nov. 1st and Boone Hospital Nov. 15th)
- Southern Boone County Fire District (Nov. 15th)
- Boone County Commissioner Dan Atwill (Nov. 15th)
- Boone County Fire Protection District Chief Scott Olson (Nov. 15th)
- Muni Police chiefs (Hallsville, Ashland, Sturgeon) – need to determine how to get input from them – whether it's having them come and present or another option
- Former Director of Jt. Communications – Zim Schwartze (Nov. 29th)
- Dispatcher Supervisor (Nov. 29th – Sheriff Carey to determine which supervisor to invite.)
- Boone County Sheriff Dwayne Carey (Nov. 29th)

Invitations will be extended to each stakeholder listed above. Each organization will be allotted 15 minutes to present to the Board. If there are conflicts on the above dates, adjustments will be made regarding who will present at which meeting. Those presenting will be encouraged as representatives of their respective organizations to provide for as much candor as possible with the Board under the circumstances.

Questions that each stakeholder will be asked include the following:

- 1) Provide us your assessment of the current situation
- 2) In light of the situation as you currently see it your organization's perspective, what do you feel needs to be done in terms of governance and programs?
- 3) Are there certain programmatic items that you are anticipating will be funded from this effort (assuming whatever is placed on the ballot does in fact garner voter approval)?
- 4) Are there certain alternatives that as an organization you can or cannot support in terms of governance and programmatic recommendations?

Sheriff Carey has offered to tour Jt. Communications and Dispatch Center. A tour of existing facilities will be conducted at the end of the Board meeting on November 29th.

Further discussion ensued on what else might be helpful for the Board, including other models. Sheriff Carey has made several visits (Audrain Cty – Mexico new center; Hannibal). However, due to time constraints, touring other facilities was not feasible at this point.

Questions that the Board must answer:

- 1) What does the County put on the ballot?
- 2) How much money is required? Cost estimate of various options (what it takes to maintain what we have (not end of life); what it would cost to add additional items, etc.) To what extent does service need to be expanded? What are the alternatives? What if we do nothing? What is the minimum level of service and resource we can provide up to what's optimum and whether we can afford it?
- 3) What's the best governance option for governing how the money is spent? The governance of this system and the costs associated with each of the options that might be chosen must be considered.

It was suggested that Sheriff Carey and Boone County Auditor, June Pitchford assist with providing the financial implications and cost estimates as the Board moves forward. There is a fiscal issue and financial issue to answer before the Board decides how to solve the current situation.

Brief discussion occurred about the information presented at the last meeting and if there were any additional questions from the material presented.

Additional questions that need to be answered also include:

Ask Chief Olson how much EMS should be involved as part of package. Ask City Manager Mathes if he is planning on information management and records keeping system being funded out of this – and if so, he should make a case for that.

What has been the budget increases the last 5-8 years to upgrade equipment or personnel? Sheriff Carey – minimal

Other big questions the Board need answers to in order to move forward? Are there any other options that are not on the table? (In addition to sales tax or 190 option?) In State of Missouri, no.

A handout was distributed which provided a summary of Missouri Chapter 190.

The meeting adjourned at 6:08 p.m.

911/Emergency Management Advisory Board
November 1, 2012
Boone County Government Center – Commission Chambers

MINUTES

Committee Members Present:

- | | |
|------------------------|----------------|
| • Bart Wechsler, Chair | • Joel Bullard |
| • Rusty Antel | • Mike Lyman |
| • Lynn Behrns | • R.D. Porter |
| • Ted Boehm | • Steven Smith |

The meeting was called to order at 5:00 p.m. by the Chair.

Those present did introductions and a roll call of committee members was taken. In addition to committee members present, additional attendees included Boone County Commissioner Dan Atwill, County Counselor CJ Dykhous, and key stakeholders who provided presentations, including City of Columbia City Manager, Mike Mathes, City of Columbia Police Chief Ken Burton, City of Columbia Fire Chief, Chuck Witt, Southern Boone County Fire Protection District Board Member Jim Saylor, University Hospital Emergency Services Manager Brenda Jensen, and Kim Becking, 911/Emergency Management Advisory Board staff.

The Advisory Board was notified by the Chair that all future meetings, including tonight's meeting, will now be audio-recorded as part of the public record.

A correction to the October 25, 2012 minutes was suggested, indicating that Sheriff Carey may not have visited Audrain County and Hannibal. Correction was made and a motion was made and seconded to approve the minutes as corrected from the October 25, 2012. Motion passed and minutes were approved.

The Advisory Board had a presentation from the City of Columbia City Manager Mike Mathes.

City of Columbia City Manager, Mike Mathes:

CURRENT SITUATION:

- The average wait time when you call 911 is 36 seconds (This is how long you wait to get an answer)
 - This means half the time you wait longer than that – sometimes a lot longer than that.
 - What I really care about is from the moment I pick up my phone, is how long does it take to get help to my house. That is a complicated answer.

- Calls dispatched since January 1st:
 - 101,000 calls dispatched county wide (police, fire and EMS calls)
 - 60% were dispatched in under 4 minutes (help is sent in under 4 minutes) – That’s the number the community cares more about (Mr. Mathes believes that is too long.)
 - The dispatcher answered, took info and sent help within 4 minutes.
 - However, it typically takes another 2-10 minutes to get to the house
 - 4 minutes – if you have a heart attack, is too long.
 - Why can’t that be 80% of the time or 100% of the time?
- 2011 – (calendar year 2011) –Out of 325,000 calls, 74,000 were 911 calls (23% of calls handled were 911)
 - 33% growth in 911 calls in last 10 years, with only about 17% growth in staffing levels. The calls are growing faster than staffing levels.

Additional data: Is there comparative data regarding response times? Mr. Mathes indicated he would provide that to the Advisory Board.

- Every city/county is different. Every system is unique.
- How do we define a call for Emergency/911 calls? (Caller saying they are having an emergency. Less than that are actual emergencies.) How do we define it? Threat to life, loud party next door? ,etc. Chief Burton indicated they defined it as a threat to life or property.
 - Is there a way to filter non-emergency calls? Do those types of calls tie up and delay response time?
 - Moved to a phone system that attempts to do it. Patriot system upgrade. ER – press 1; non-ER – dial this number. (However, complaints about getting put on hold)
 - Times have changed with cell phones and the nature of emergencies –you may now get 100 phone calls about the same event. (We are still staffing for 1975 and the world is different.) Huge spikes in calls. Folks wait on hold to report something that’s been reported 35 times. We wrestle with this and how to address this issue.
- Mr. Mathes feels that no user agency that makes up public safety and joint communications is happy with the current system and none are able to pay more. We have a system that we can’t fix.

Need for a Records Management System:

- Some of software we are using was designed 30 years ago. (law enforcement side) Fire upgrades have been more recent.
- Radio equipment is out of date – end of useful life. We can't even get replacement parts on ebay. Time to refresh those. Not cheap.
- To replace the software (records management system)– how much would that cost? We've done the work to figure out what we would want to deliver to all user agencies today. New software – new hardware, HVAC system, etc. would be approximately \$6 million. However, this would take info from moment we get it – it would stay there and be used throughout whole experience –(How it works now: dispatcher using 1 system, law enforcement enters into another system, and the field uses a 3rd system – in the car system)

We need a system that can do all of this countywide – this is what user agencies need to have.

Currently, we have 37 systems in our county re: law enforcement – and the systems aren't necessarily connected.

Not true in fire – they have done updates (Firehouse).

Question posed to Mr Mathes: Wouldn't mule system in jeff city help? On a state level – but not on local issues.

Question posed to Mr. Mathes: Would system be capable for court system and prosecutor office to intercede as well? Yes

We would all pay our way as users. Computer, license and training. But centralized service provider would house the data, construct it, etc. Still a partnership level there.

GOVERNANCE:

- Governance and programs: Mr. Mathes likes the general sales tax approach but indicated he could live with either. Countywide funding stream for countywide service makes sense.
- The advantage of the general sales tax option would be that you could pick up the emergency management effort, not just 911. What needs to happen: double number of call takers; produce sufficient operating capital so they can refresh equipment on rational time frame and software; accommodate purchasing the single unified system county wide; and Emergency management function (someone who can focus on managing emergencies – different than 911)
 - Growing up as a community –We have reached a size and volume of need – can't keep them combined – have to be separate – funding stream could do both – There has been no dedicated funding for emergency management – it's always been a a part of someone's job – need someone to coordinate that response effort

-Prefer connected organization vs. isolated organization (connected to community) – some way to exert community's will on that service vs. having one that can be isolated.

- Mr. Mathes indicated he can live with anything that improves the situation – However, without the software piece- giving 2 times as many people 30 year old technology – not solving the problem – need both things for an impact long term.
- Would fire and ems be tied into same system? Some type of user interface? On CAD side – all integrated – on records management system and reporting side – somewhat – not sure some proprietary to law enforcement.
- Brenda Jensen, with University Hospital Emergency Services indicated that there would be an advantage to having an integrated system - get to know in advance a disabled child or someone who may be oxygen dependent for example. Advance knowledge of risks, etc. Some info law enforcement may have could be valuable to EMS folks as well. Could be beneficial.
- Not enough space to house staff. Solve through finances. Build something new, rent space or find already existing space. But nowhere to house more.

Question posed to Mr. Mathes: With new equipment, would you need more staff? Yes.

COST:

Question posed to Mr. Mathes: What would be the dollar amount to take care of equipment, placement , personnel?

Operating capital: (to replace radio system; debt service load you carry; new version of software; new carpet; what you need to buy, etc.) – Estimated cost for radio software and equipment would be \$8 million. That \$8 million doesn't include personnel costs and building.

Building: There was a facility needs assessment for police and joint communications. Mr. Mathes will provide that to the Advisory Board. For a freestanding 911 center that can withstand an F5 tornado, the estimate was \$16 million. However, there are other alternatives and ways to do it for a lower cost.

Question posed to Mr. Mathes: What is your immediate concern today? Natural order: personnel but can't fit them all so domino of problems. More call takers. But then where to put them. And when they get there, they need a tool that dispatches police and fire. Trifecta of problems.

24/7 operation – 1 seat filled – takes 5 people (1 call taker) - added 4 people over the last 5 years – good relative to per capita staffing but never where we should have been – and hasn't filled that 1 seat yet

Question posed to Mr. Mathes: In terms of seats or people, what are we looking at? We need to double what's there. 3-5 seats (15 people and work our way to 25 over time)

What would it cost?

Mr. Mathes provided a rough estimate:

15 people – current rates - \$78,000 per person (\$1.2 million annually)

25 people - \$2 million (salary and benefits and training, fully loaded)

About \$800,000 for ongoing projects – replacement, software, etc.

\$16 million for the building – \$1.6 million each year for debt payment

City of Columbia Fire Chief Witt:

Effect of the current situation and lack of dispatchers to fire service: Call taker answers when 911 call comes in and another back-up call taker answers the next call. However, back up call taker is fire dispatcher – trying to operate 4 fire department and 2 EMS agencies – we start to run into issues and it becomes a firefighter safety issue at its basic level.

Not busy all the time – but a medical emergency call – 2 different fire agencies, 2 EMS agencies and not all on the same frequency – this creates challenges

City of Columbia – Over 10,000 calls for service. Emergency responders are exposed.

Now is our chance and it's time to come up with a solution.

Funding mechanisms not in place.

The truth is that currently, a firefighter with his iphone can pick up faster than what is being sent to the trucks. Older, slower and more costly technology needs to be replaced.

Need to continue to think about the end user – end product

Fire departments are different – policies and procedures don't work in both (rural vs. City of Columbia, etc.) – work together so not operating in silos but user groups and stakeholders need to be driving the process

Question posed to Chief Witt: What would it take for Columbia Fire to say we have what we need to do this? Minimum: another dedicated call taker. Using primary dispatcher as a back-up not getting full use on the fire side. And build from there.

Would you consider updates to apparatus as a part of the change? The software that will push out. Just purchased ipads for all apparatus. The City of Columbia has purchased the hardware. Fire needs the software that will push out to ipad. That's where they need support. Not as robust as current technology.

Point of clarification from Jim Saylor, Southern Boone County Fire Protection District: There is a difference between CAD system and records management system – not same software – do integrate but difference between the two systems.

Does current system have auto vehicle location in it? No . Not a GIS capable system.

Chief Witt stated that he was supportive of the general sales tax option – because it was important to include emergency management as a part of this package - important part of our community

Question posed to Chief Witt, Chief Burton and Mr. Mathes: Any suggestions to this community – where we can make a difference? 2011 stats? ER 911 calls – 74,000 vs. non-emergency calls of 325,00. Is there an education element we are missing here?

Non – emergency number: (311 or a true 911 system) – If an emergency you call 911. Anything else you don't call 911 – The former director, Zim Schwartze had done a community education campaign.

City of Columbia Police Chief Burton:

Safety a concern.

Need the dollars to keep up with technology

Personnel – doubling is as good place to start.

Magic # of resources – add or subtract yearly – Our city is growing – need funding stream to keep up.

He is supportive of the general sales tax option.

University Hospital Emergency Services Manager, Brenda Jensen:

PSJC committee had same conversation with each other about 50 times but not get ourselves out of it – but because the current governance and structure of user groups (way contract is set up – and PSJC supported – user groups pay into pot based upon a formula) – no relationship to what city budgeted vs. what university budgeted. The current system doesn't work. User groups told what they are going to pay for. During course of a year, if a new need or technology came up, user groups asked to be supportive of it. The challenge is that we may be paying for something that didn't impact my business and not in my budget to pay for it. Seems it was always a hurry up and catch up – could never anticipate or plan. The way the 1977 agreement and structure is set up is broken. It doesn't work, but couldn't break or amend it. No mechanism to go back and fix that – PSJC committee can't fix because of the contract

They have the same types of issues regarding dispatch – fire and police. But frustration from a business perspective is being behind ball vs. in front of ball.

Source of funding frustrating – billed based upon volume of calls – billed for backing up police – but a funny way to figure what my dues to be – serving county and city same way fire and police do.

If you double number of call takers without taking care of what PSJC business is, you will recreate the problem – need to use a business model to decide what business they will take care of.

Governance: It's a business – what business belongs and how it's managed is a huge concern. Joe Pieper does a great job but he's a dispatcher. We didn't grow, update, create business plans for progress or plans for implementation of new technology – business was taking calls and dispatching.

Old committee didn't grow and evolve as a business.

EMS does need to belong there.

How should it be organized and funded? Should be a county department. Run it like a business. Have a budget. Have a revenue stream and live inside that budget. All user agencies have to be there to make sure their part of the business stay s on the table and in focus. Needs a manager who isn't a dispatcher and run it like a business.

Chief Witt and Chief Burton agree with that and all support the general sales tax option.

Southern Boone County Fire Protection District Board Member Jim Saylor:

Mr. Saylor has indicated we have been beating this thing for quite some time. We have a different opinion on the way it should be funded.

He posed some questions of the Advisory Board:

Have you talked to communications center managers and personnel on budgets, how communication works, etc. Do you know the difference between CAD and records mgt system? Are you aware of the current contract set-up and the way user groups pay?:

Southern Boon County Fire Protection District: We are one of smallest pieces of this pie. Call volume: 600 calls a year. (all types of calls) We fund our portion off of a communication tax. Voted by voters inside fire district – property tax – yields \$32,000 a year. And joint communication gets it all.

Per call figure – paying more per call than Boone or University.

Our issues are different than the City or the University Hospital.

Communications is a problem. No radio infrastructure to get pagers to go off in southern part of county. We are all volunteer and have basic needs – we need to be able to get calls to be able to get firefighters there.

2 separate issues – joint communications and how that's funded; personnel problems and the shortage we agree with; some problems of committee with current structure – all payer groups that joint communications has to answer to – we expect our project to be done.

Current problem of call takers: not only do they answer phones, they also do research, etc. On EMS calls, don't just dispatch ambulance. Also have a computer based program (priority dispatch) – a script they go down to help that person on other end of the line. Giving information – all adds up to time spent on the call.

Having these folks do special projects at times is a problem.

Call is longer than 4 minutes out the door – he's on that line working through script and on line until ambulance or fire department gets there.

We need radio towers to be able to get calls in the southern part of our district. But radio towers is an issue for us – why is that the issue? We pay \$32,000 a year. We don't have the funds to put up the towers. Our total general budget is \$250,000 a year.

Governance: As a 3 member board we support the 190 option unanimously. Because that turns joint communications into 1 set focus. And will guarantee that 30 years down the line, no one can redirect those funds.

Going the 190 route also protects users agencies input. Need to have input into the process, but don't need to control the purse strings. We need to have someone who is set up to govern this so that when COMO fire comes up with a need, etc. there is someone there that is able to set and develop priorities.

Look at it from a joint communications dispatching process of it. 190 doesn't allow the emergency management piece in there because of the law.

So what do we do with that \$1.9 million budget with joint communications?(Or 1.7 roughly – budget right now) – If we went the general sales tax route, 2 entities will not gain money (SBC and Boone County Fire) – same tax Boone County Fire District has - \$\$ can only be used for communications.

SBC fire – will be willing for tax as long as guarantee of no user group charge – assurance (to get rid of property tax – would need assurance)

Communications tax separate from general revenue tax.

Needs: good basic communication 1st off; we are not personally for the records management system - see benefit for police – would get some benefit out of it.

Voters are only going to accept a certain amount of taxation. Be careful with the amount of tax we are putting on this to get it to pass. Should make sure we fix the 1st problem, which is joint communication.

Could communication tax be used to expand tower or improve pager capability in southern part of county? Currently all \$\$ is directed to joint communication. Could use \$\$ for expanding communication.

We are hoping to be able to get rid of tax so citizens aren't double taxed. (communication tax and sales tax)

Would hope that communications would be improved through countywide sales tax.

Going to narrow banding – whole system is being changed inside the county – and hopefully very soon that problem will be fixed already anyway. Good communications in southern part of district. Until station gets up and running, won't know if communications issues will be resolved.

We support the 190 option—To keep under joint communications, creates a new board, different political subdivision – expenses that come with that – but we believe that is our best way to assure that joint communications will be fixed

Under this option, there would be \$1.7 million freed up – According to Scott Olson, it would take \$250-250,000 a year to run emergency management. .

How many stations? 4 stations. 70 volunteers. (1/3 are very active) Not 1 paid person on our staff.

Mr. Saylor indicated that there can't be ballot language that will guarantee the funding could be restricted to stay with ER mgt and joint communications).

CJ Dykhous, County Counselor indicated that was not the case. There has been a court decision and is precedent which shows that you could restrict a fund legally with the ballot language and the court will enforce that.

Mr. Saylor indicated that 190 is very strict – and sets a board of elected people whose roles is one thing only – joint communications.

Commissioner Atwill indicated there were other examples in the County where funding had been restricted (Prop L for example).

University Hospital Emergency Services Manager, Brenda Jensen:

We agree with the needs that City Manager Mathes put forward – and needs to be addressed.

How you fund it?

Question posed by Chair of Advisory Board, Dr. Weschler to Brenda Jensen: Could there be agreement around a general sales tax which resulted in county government having authority with a citizen or user advisory group providing oversight that didn't include the record keeping function? Ms. Jensen

indicated she could live with that. The law enforcement folks are the ones that need to speak to the record keeping function.

Mr. Saylor indicated that he's never seen an agreement or ballot language written up to that depth. There has been much debate on their board and they made their decision 2 months ago. Of his opinion that it's so hard to write it to that depth.

Question posed to CJ by the Advisory Board; Do we know what legal steps have to be taken to address 1977 agreement if the general sales tax is passed? Mr. Dykhous indicated there is a 180 day termination clause (termination by voluntary agreement)

Mr. Dykhous indicated he had prepared a timeline of the 1977 agreement, and who joined when, etc. He will get that to the Advisory Board.

Additional questions posed to Mr. Dykhous and Commissioner Atwill from the Advisory Board regarding clarification on the various governance options:

190 – delay on how long it takes. When funding would start. 2 calendar quarters after passage to start getting collected. For bonding, another 6 months to a year after that. Long mobilization.

Could you not treat it like a department? For 190 – would need 2 departments – can co-locate but separate funding sources.

Emergency management can't be funded under a 190.

Can't purchase record system under 190? CAD piece you could but records system you couldn't.

What if we go to voters and fail? What is the plan? That needs to be thought through as well.

The meeting was adjourned at 7:20pm.

911/Emergency Management Advisory Board
November 15, 2012
Boone County Government Center – Commission Chambers

MINUTES

Committee Members Present:

- Rusty Antel
- Lynn Behrns
- Ted Boehm
- Joel Bullard
- Ty Jacobs
- R.D. Porter
- Stephen Smith

The meeting was called to order at 5:00 p.m. by the Acting Chair, RD Porter. Dr. Wechsler, Chair, sent his regrets that he was unable to attend as he was out of the country.

Those present did introductions and a roll call of committee members was taken. In addition to committee members present, additional attendees included Boone County Commissioner Dan Atwill, County Counselor CJ Dykhous, and key stakeholders who provided presentations, including Boone County Fire Chief Scott Olson, Boone County Fire Protection District Board Member Shelley Dometrorch, and Kim Becking, 911/Emergency Management Advisory Board staff.

A motion was made and seconded to approve the minutes from the November 1st minutes. Motion passed and minutes were approved.

Presentations:

Boone County Fire Protection District (BCFPD) Chief Scott Olsen provided his thoughts on the issue via a handout, which is attached to these minutes as an addendum.

Chief Olsen also provided some additional key points about BCFPD:

BCFPD covers two-thirds of Boone County.

BCFPD is the 3rd largest fire department in the State of Missouri.

BCFPD are the largest volunteer fire department in the State of Missouri.

BCFPD responds to 4300 calls a year.

BDFPD operates 14 fire stations, a headquarters building and a training center.

BDFPD is an active user of joint communications and the emergency management system.

There are 421 members of BCFPD .

There is not equal representation for each user agency in the PSJC advisory committee's current form. Have to have a 5% interest in the organization to get a full vote – BCFPD pays 5% to get that 1 vote.

Most of user agencies had to do upgrades themselves – Early 2000's – transmitter failing – BCFPD bought their own equipment. Change to narrow banding process was stalled a few years ago – BCFPD provided several hundred thousand dollars to help jump start that process. We need a funding stream that can take care of these things on an ongoing basis.

From an operational standpoint, several public safety/governmental agencies use PSJC but do not provide any funds for its operation. For example, answering highway patrol calls, university police, parks, conservation, public works, etc. – but those entities put no money forth to help fund the operation. User agencies are billed by transactions – there are entities that have transactions but then are not providing funding. If we are using a transaction based system, then shouldn't they have to pay for those types of transactions.

What should PSJC be doing? We need to get back to basics.

Very important to focus on essential core mission – Joint Communications and the Office of Emergency Management - those missions need to be met.

Question from RD Porter: Could they be co-located in a facility? Yes – exist together but are separate and independent from each other.

Governance Question:

Chief Olsen: The BCFPD Board, soon after Wendy Noren made her proposal on the general sales tax option, the BCFPD voted to stick with the Chapter 190 approach. But I think the Board just wants a fully functional system that takes care of citizens and the user agencies to provide service to those citizens. How that's accomplished is up to you to determine. We can live with either approach as long as those needs are met.

BCFPD Member Shelley Dometrorch shared her thoughts on governance. The BCFPD Board voted to support the 190 approach unanimously. Ms. Dometrorch shared the following thoughts from the Board's perspective: Primarily we see this as moving all problems from one government entity to another government entity. Because we now have chance to do this right, and whatever model is followed will be around for a long long time. We would like to see the money protected and used for what it was intended and protections put in place. Entity over it doesn't have ability to place tasks and functions in it that have nothing to do with it. That can't happen again. See Chapter 190 as being a cleaner more direct way of operating. It's a 7 member board and their only function is to oversee and administer the agency.

However, Chief Olsen is correct - either one will work.

Question from RD Porter: How did the BCFPD Board perceive to fund the Office of Emergency Management? Separate tax or all entities going together to fund it? City, County and Fire Districts all provide funding.

Question from Ted Boehm: If tax would pass, do you think funding you are giving to joint communications would end? Yes, if the tax passed and fully funded the operation, we would repeal our tax.

Question from RD Porter: That would mean that you have a communications fee/tax and you would repeal that tax? Dispatch tax is earmarked for joint communication but can be used to buy communication equipment, which we have done. We would need to know whether or not we would need to buy certain communication items, etc. to pay for that. Need to have the monies to be able to do that. Our tax currently produces \$150,000 a year and \$125,000 goes to Joint Communications.

Question from Ted Boehm: Do you have a number in mind on what the cost would be upgrade with personnel, equipment, etc? Sheriff Carey working on the numbers.

Subcommittee I was working on with PSJC was focused on staffing. At a minimum, we would need 2 positions immediately – a fire operator and a call taker. (each position takes 5 FTE's – so would need 10 FTE's total). That's a minimum to get us back to a minimal level. We are way behind in the needs for joint communications in our community.

Question from Joel Bullard to CJ Dykhouse: Can the County issue bonds? Yes.

Question from Joel Bullard to CJ Dykhouse: Can structure be both ways? Bonds for construction and tax for operational purposes? Yes.

Question from Lynn Behrns: What would facility include? Take care of communications system and infrastructure? There is a difference between system and infrastructure. Individual entities would be responsible for portables – system vs. infrastructure. The facility would be the infrastructure that would be provided. Mr. Behrns believes it needs to be specified.

Question from Joel Bullard: Do you all use the Records Management System? We have our own. Firehouse software. Who are current users of 911/records management system? City of Columbia. It has nothing to do with dispatching but added cost if it's included.

Chief Olson: We've been looking at a comprehensive integrated CAD system. A system that integrates all of us. But when it came down to financing, we all splintered off. If a comprehensive system built together and needs to be together, no problem funding it as part of process – but cost and maintenance of system is an extraordinary amount of money (additional personnel to manage) – Our needs are being met by current records management system.

The records management system is a big issue in law enforcement. It's a big deal or could be a big deal if something happens in county and city police don't know about it. It's a smaller issue for us on the fire inspection side/codes side.

The best approach would be one integrated system that allows dispatching, records management, and mobile operations to all be interrelated – but huge financial piece.

Commissioner Dan Atwill provided his thoughts on the situation.

This issue has both technical and political elements. And an issue over which reasonable people can have differing opinions. As a county commission, the question is whether we should present to voters a proposition that creates a sales tax for a 911/Joint Communications Emergency Management System that is administered in such a fashion that it would be similar to the county road and bridge operation and reorganize as a part of county government;

OR

Go with a provision under Missouri law – RSMo Sec. 190.335 Option which creates a separate political subdivision?

The BCFPD has been successful and grown over time. However, if you go back in time and look at the growth, the BCFPD started out with volunteers with no community support to speak of. As the BCFPD developed skills and needs, it grew over time as it needed to and developed expertise to become a forceful and effective organization.

If we create a separate political subdivision for Joint Communications, we are going to have a different posture in regard to all of that. \$5 million dollars of funding for a group not yet appointed, with no experience, and has to begin at day one operating a system that is very complex. I don't know of any organization right now that has developed starting out with responsibility and money with no experience. If we go with the general sales tax option, we can appoint people to the board who have experience in areas that are needed.

I take this decision very seriously. This is the most important thing I've had to deal with in the last year.

As Presiding Commission and as a member of the PSJC Board, I have yet to see a persuasive case be made for the creation of a separate political subdivision. There are many factors that point in favor of the General Sales Tax option.

There are many factors that support the General Sales Tax option.

- Funding for an independent (not-embedded in another agency) Emergency Manager and staff.
 - All of the first-responders (EMS, Fire, Sheriff/Police) have indicated that having an independent Emergency Manager is desirable.
 - This seems to be the only way to ensure that occurs.
 - This is not an option under RSMo Sec. 190.355.

- Speed of Transition

- Speed of transition from current delivery model is important. The General Sales Tax option is the clear winner on this factor.

- If ballot issue passes in April, 2013, sales tax would not begin until October, 2013, with the first payments from DOR being made in November, 2013.

- A Chapter 190 entity would need an additional 4-6 months before financing could be obtained due to the need to establish a sales tax collection history.

- Chapter 190 entity would not have any employees to begin transition work.

- Need to plan for what software/hardware is worth transitioning (Software licensing issues.)

- Need to plan for new equipment/software needs and being procurement process.

- Facility planning – land acquisition and design of structure.

- Cost savings:

- This may be one of the most important factors to the voters.

- It is also important for us to be prudent stewards of public resources.

- It is undeniably less expensive for this to become part of the existing county government.

- Less overhead expenses = more funding for the provision of services and the procurement of technology.

- Cost savings include:

- No additional election costs if part of County government

- Estimates are that this would save between \$54,000 - \$83,000 every two years, assuming Columbia Public Schools (CPS) also has an issue/candidate on the April ballot. If CPS does not call for an April election, these costs would increase between \$20,000 - \$30,000.

- Employee Benefit Costs

- Columbia has budgeted \$233,275 in FY2013 for the Employer-side costs of LAGERS for PSJC employees

- No County revenue would be spent on similar employer-imposed obligations for CERF (County Employee Retirement Fund), which is funded through employee contributions and revenue from various fees.

- Annual Audit expenses

- External, yearly audits are required.

-Incremental cost of adding this program into the County's annual audit process would be less than an independent audit of a new political subdivision.

-Insurance

-Includes liability insurance, public officials E&O policies, building insurance

-Incremental cost of adding this to the existing County coverages would be less than new insurance procurement for an independent political subdivision

-Organizational supports already in place:

-Purchasing

-Payroll

-Accounting

-Legal

-Human resources

-Information technology

-Auditing

-Facilities maintenance

-Custodial

-The value of these existing supports can not be overstated and should not be disregarded lightly – these supports are what make an organization work properly.

-This is where political subdivisions get into trouble without adequate resources and internal controls.

-Capital projects require an experienced team to be managed properly.

Conservative estimate of cost savings achieved by integrating into our existing County government exceeds \$300,000 per year, every year.

Rather than being consumed by overhead, these resources could be spent on providing the essential services of 911/Joint Communications and Emergency Management.

- Synergy

-Adding this service as part of County government creates natural synergies:

-County already owns land that makes up part of Sheriff's law enforcement campus, which is an ideal location for a dedicated 911-call center.

-County can leverage its established credit and established staff to speed transition that's needed.

-County can leverage the collective experience of its officials and staff to administer the program successfully in a complicated and ever-changing regulatory environment.

- Funding restrictions:

- The ballot issue can be written in such a way so as to create a dedicated, restricted funding stream.
- These funds would not be a part of County General Revenue.
- Boone County government has experience in handling restricted funds. Examples include:
 - Road & Bridge funding – sales tax and property tax restricted to Road & Bridge purposes
 - Proposition L funding – sales tax restricted to law enforcement purposes
- Boone County’s budget process has a long and accomplished history of handling restricted funds appropriately and transparently.

In summary, the pros of a General Sales Tax option are:

- Allows for funding of an independent Emergency Manager and staff.
- Allows for the quickest transition from current model.
- Provides significant administrative cost savings to taxpayer.
- Leverages existing organizational supports of County (HR, Legal, Purchasing, Facilities, Maintenance, IT, etc.)
- Provides opportunity for synergy through use of County-owned land on existing law enforcement campus.
- Funding restrictions can be put in place with ballot language.

Considering all of these factors, I believe that the General Sales Tax option is preferable.

We all have the same goal: In the end, to provide the best service, and the best result for Joint Communications in a way that protects us all – this is an issue of great importance as we may all need tonight to call for emergency help. I am shocked we are in position we are in but we have to do something, do it right and hope that this works in a fashion that all parties are willing to support the final recommendation.

We are fortunate to have great service agencies out there ready to respond – we just have to have the organizational skills and ability to put it together in a way that provides them an opportunity to do their jobs.

At my urging, the County Commission appointed this advisory board to research the issue and make a recommendation to ensure that we get the best possible approach to take to the voters.

If we can provide anything else to this advisory board to aid you in your decision, we will do that. If you determine you need anything else, please ask us. I want to thank each of you for using your time and talents in the services of Boone County. I appreciate your dedication and we look forward to receiving your recommendation on how best to proceed.

Question from Joel Bullard: Is any of road and bridge funding pro-rated to general operation?

Administrative costs – yes – June Pitchford can give you specific info on how that works.

How much will county charge for those administrative costs? Can't get an answer because you don't know what will be needed until program is in place.

General discussion:

Ted Boehm indicated the County system works. Prop L tax works well and has for years.

Rusty Antel: County system is efficiently run and well managed.

Motion to adjourn: 6:44p.m.

***Please see attached addendum from the Boone County Fire Protection District which includes information presented by Fire Chief Olsen at the meeting.**

**Presented to the PSJC/OEM Blue Ribbon Panel
by the Boone County Fire Protection District**

1) Provide us your assessment of the current situation (you have already provided some of this but wanted to make sure you had the opportunity to provide additional info)

PSJC: The PSJC advisory committee in its current form does not provide equal representation for each user agency.

OEM: There is no advisory (stakeholder) committee for OEM.

PSJC and OEM: Currently, PSJC and OEM are ultimately controlled by a single user agency/political subdivision.

PSJC and OEM: PSJC and OEM are understaffed and overtasked. This results in user agency safety issues and citizen service issues.

PSJC: PSJC has struggled to keep up with hardware (both communications and computer) and software.

PSJC and OEM: Long-term strategic planning is either non-existent or, if it exists, does not involve all user agencies/stakeholders.

PSJC: The funding structure for PSJC competes with other fiscal needs from each user agency.

PSJC: The funding structure is based on participating user agency utilization.

PSJC: Several public safety/governmental agencies use PSJC but do not provide any funds for its operation.

OEM: Columbia/Boone County OEM covers emergency management for the City of Columbia, Boone County and several municipalities, but not all.

2) In light of the situation as you currently see it from your organization's perspective, what do you feel needs to be done in terms of governance and programs?

PSJC AND OEM: While inextricably linked, PSJC and OEM need to have separate governance structures.

PSJC and OEM: PSJC and OEM need to be governed by an independent entity or entities that will make decisions that are in the best interest of the user agencies/stakeholders and the citizens they serve.

PSJC and OEM: PSJC and OEM each need to control their own fiscal affairs.

PSJC: PSJC needs additional staff.

PSJC: PSJC responsibilities need to be focused on receiving calls/request for service from the public, dispatching user agencies and on-going operational communications.

PSJC: If, in the creation of the governance structure, a single political subdivision has the ability to control or influence governance, funding and/or structure to any extent greater than any other user agency, then the ballot language for the funding of PSJC should explicitly state how the funds will be distributed, used or otherwise encumbered.

PSJC and OEM: The funding mechanism (sales tax) for PSJC and OEM can be separate (separate/independent taxes) or shared (one general tax). If the funding mechanism is shared, a clear delineation of the percentage of funds earmarked for each entity should be stated in the ballot language. Funds generated from the sales tax should ultimately be controlled by the user agencies.

OEM: The new OEM needs to offer to provide emergency management functions to all political subdivisions (any county or city, town or village, or any fire district) that require an emergency management organization by law.

3) Are there certain programmatic items that you are anticipating will be funded from this effort (assuming whatever is placed on the ballot does in fact garner voter approval)?

PSJC and OEM: a fully functional 9-1-1 communications center and OEM.

PSJC and OEM: There needs to be a well-defined strategic planning process.

4) Are there certain alternatives that as an organization you can or cannot support in terms of governance and programmatic recommendations?

PSJC: We cannot support a structure that allows one user agency/political subdivision a greater say in the governance, structure or funding of PSJC.

911/Emergency Management Advisory Board
November 29, 2012
Boone County Government Center – Commission Chambers

MINUTES

Committee Members Present:

- Chair, Bart Wechsler
- Rusty Antel
- Lynn Behrns
- Ted Boehm
- Joel Bullard
- Ty Jacobs
- Mike Lyman
- R.D. Porter
- Stephen Smith

The meeting was called to order at 5:00 p.m. by the Chair, Dr. Bart Wechsler.

Those present did introductions and a roll call of committee members was taken. In addition to committee members present, additional attendees included Boone County Commissioner Dan Atwill, County Counselor CJ Dykhous, Boone Hospital Emergency Management Marc Carr, Sheriff Dwayne Carey, Dave Dunford – technical consultant working with PSJC, Stacy Swon, Supervisor at Joint Communications, Chief Jaeger – Southern Boone County Fire Protection District, Kim Becking, 911/Emergency Management Advisory Board staff, and several members of the media.

A motion was made and seconded to approve the minutes from the November 15th minutes. Motion passed and minutes were approved.

Presentations:

Marc Carr, Boone Hospital Center Ambulance Service made a presentation.

Operations:

- BHCEMS operates 3, ALS ambulances 24 hours per day from 2 locations with the City of Columbia and 1 within the City of Centralia
- BHCEMS also operates 2 additional ALS ambulances within the city Mon-Fri for 8 hours each.

Call Volume:

- BHCEMS runs approx 11,000 call per year. Of those, roughly 1/3 are routine transports that are self initiated through our Mobile Data Terminals.
- The remainder of the calls are 911 in origin and may result in joint response with fire and/or law.

Current System:

- BHCEMS, like other end users are assessed a user fee, based on usage, on a quarterly basis.

- This current mechanism equates to roughly \$100K annually for Boone Hospital Center.

Questions for Marc Carr from Advisory Board Members:

Question: 11,000K calls – 2/3 of which are 911 in origin – given that volume of calls how would you characterize capacity issues?

Response: Existing system is inadequate and we have antiquated technology that doesn't serve our needs.

Question: In ER response, is it jointly split between the University and Boone Hospital? How does that work?

Response: If everyone is in service, we cover north and east of Columbia, and the University covers south and west.

Question: On CAD, do you also receive information about police dept. and fire district?

Response: We do not.

Question: In a perfect world, would you have a need or desire to have a software interface with other entities?

Response: From our end, it wouldn't be important. GPS location would be better.

Question: On self dispatch, are they connected by a commercially available system or a private radio system?

Response: Connected through a cellular card – private network that wormholes into CAD.

Question: Of the two proposals on the table, general sales tax or 190, which one does Boone Hospital Ambulance support?

Response: We are leaning more towards 190. Because of the long term security for those funds. However, it does leave us hanging from an emergency management standpoint.

Boone County Sheriff Dwayne Carey made a brief presentation and will be presenting again on December 6th to present the cost estimates. Sheriff Carey's presentation is attached as an addendum to the minutes. Sheriff Carey also distributed a PSJC data report from City Manager Mike Mathes. Mr. Mathes wanted to share the information with the Advisory Board. The PSJC data report that was distributed is also attached to these minutes as an addendum.

Sheriff Carey indicated that it's a crisis situation and we have to fix it. We have to address the problem. Other key points can be reviewed in the attached letter from Sheriff Carey.

A question was raised regarding the ballot language and whether any of the committees that have been studying this have talked about user agencies agreeing to paying their 2013 fees and then tax money

would start at the end of 2013. Commissioner Atwill had indicated that he thought that would be the plan and that he had spoken to City Manager, Mike Mathes, about this issue as well.

Zim Schwartze, Former Director of PSJC made a presentation.

Referred the advisory board to the agreement in 1977.

User agency percentages to pay to PSJC services in the budget – over time agencies were added

PSJC currently services 6 police departments, 3 fire departments and 2 ambulance services.

Six Roles of PSJC:

1. Telephone Interrogation (input)
2. Call Prioritization
3. Dispatch/Resource Allocation (output)
4. Coordination of Logistics
5. Resource Networking
6. Life-Impacting via Telephone

When I became Director, I looked at how many calls we were receiving. 2 ½ times the amount of calls for service for area of our size.

I looked at how to reduce non-emergency calls and developed a plan for the future.

June 2009 – I provided a presentation to council. I will provide this to you. The message was that we can't continue to provide the quality with current number of communication operators. We simply can't keep up. 1 operator is handling too many tasks. We have minimum staffing every day and a lot of overtime being paid. I laid out a 3 year strategic plan – and indicated the resources we needed including a FT emergency management director, 4 operators in FY 10 and 4 more in FY 11.

I laid out what we could now, in 18 months and in 36 months.

Now:

- Added a Systems Support Analyst position
- Increased hourly pay for the Administrative Manager
- Realigned part-time folks to Administrative side-assist with various projects/duties
- Organizational restructure and reassigned job duties to achieve efficiency

18-Months:

- Add additional Communication Operators (FY11)
- Radio Projects completed (current active projects only)
- Prepare agencies for user fee increase
- Begin planning/funding for a fixed backup Operations Center for dispatching
- Prepare for internal workload distribution
- Reduce current public safety/non-public safety related workload

36-Months:

- Complete backup Operations Center
- Complete internal workload distribution changes
- Add additional Communications Operators (FY12)
- Prepare CIP for new PSJC Operations Center
- Full-time EM Director position for Boone County

In June 2010, I asked to speak at council retreat. The Director had never attended or been invited. So I prepared another power point which showed the urgent need for operators . Through statistics, I showed the need for an increase of personnel, equipment and bldgs. I showed how nothing had changed in a decade and we have added only 2 operators in an entire decade, while the needs of our community and those we serve had increased.

At the end of 2010, the council and city asked for a list of potential services we could cut. I provided a 2 page list of those items. We started talking to various agencies with potential list of services to cut. We received pushback from the Columbia Fire and Police Departments. Others were at least willing to discuss.

In May 2009, position was eliminated after budget was prepared.

A 1993 study was done. Nearly 20 years ago, they looked at number of calls and operators and said we needed to double staff at that time. We still have the same number of operators we did nearly 20 years ago.

Work you are doing is important. I hope you can help PSJC. I did what I could in my 3 years.

Question: Is it possible that a technological improvement could take the place of at least some personnel?

Answer: We discussed several different automated systems. Reorganize and restructure frequencies. It's a possibility – it could help – but technology is going to cost money and you still will need the people.

Question: What is the mission of jt. communications?

Answer: Started out police and fire and then in 80's added ems services (ambulance). It's remained the same. Our mission is to be the answering point and dispatch center for the community. However over time, we have been a dumping ground – and helping non-emergency agencies.

Question: If we could eliminate all the extras, how would that immediately help joint communications and is that even possible?

Answer: Have to have cooperation. We receive a lot of public works calls. We started working to get our number off of things – i.e. put on dumpsters – non-ER number – catch all for everything.

We had a concentrated effort on getting non-er calls away from us – redirected them to the appropriate agency or number.

325,000 non-er calls. We need to get back to the basics.

Question: What staffing recommendations did you make?

Answer: Recommended 4 additional positions (another call taker on each of 4 shifts) – one person per shift; 5 the next two years.

Question: Is that still your recommendation?

Answer: I don't know what's happened since May. However, knowing what I know – doubling the staff would be really nice right now and appropriate – remember our numbers: 325,000 calls and 74,000 911 emergency calls.

Question: Do you have an opinion on 190 vs. a general sales tax option for governance?

Answer: No opinion on 190 vs. general. Anything that will help get PSJC on their feet again with appropriate staffing and technology.

Question: In a new environment, if all had been successful, would you recommend that this 911 dispatch environment deal strictly with by regulation/mission/etc. with public safety environment – not public works, not general correspondence.

Answer: Yes, the sole purpose should be for public safety response only.

Question: If we eliminated all the other calls, do we have enough staff to handle 74,000 911 calls?

Answer: 25 operators and 4 supervisors – I'd have to do the math – because at one point – under 1,000 calls a day and barely handle with minimum staffing of 5 in the room) Hard to say – I would need to crunch the numbers.

Question: How much of non-essential stuff can we eliminate reasonably?

Answer: Have to have cooperation to remove some of those. As a part of our strategic plan, we provided a list of non-essential services to eliminate.

Question: What is the mission of jt communications going to be? Pare down mission – will cost less money. Shape mission.

Answer: Zim's mission statement for PSJC was: Public Safety Joint Communications is committed to serve as the vital link between citizens and public safety agencies of our community. As the *'first'* first responders, we strive to provide prompt, courteous, and professional service for all our customers. Through our actions, we help save lives, protect property and assist the public in their time of need.

Dave Dunford provided a few comments. PSJC is a response agency – they don't get to say who calls – historical demands for service – a lot of things that you will see tonight when you tour – 6 answering points – 600+ thousand folks you are serving. When I came here 7 years ago to Columbia, I was shocked to see only 5 dispatchers on duty. We can't stop the callers. With cell phones, it is a real issue.

Stacey Swon, Dispatch Supervisor at PSJC made a presentation.

I have been at PSJC for 13 years and we have the same number of people. Many are getting 12-20 hours a week in overtime. Operators who are stressed out.

Emergency medical dispatching – we have a list/protocol – it takes time – doubles your time you are on the phone – 3-5 minutes – I support it – but it takes time – taken call taker is out of service for extra time.

5 folks in training right now – but useless to us for 6 months – fully staffed on paper but not in the room - those folks can't do anything – not in operations room with us for 1st 3 or 4 months and after that with a trainer.

MULES (Missouri Uniform Law Enforcement System – criminal database) – several entries from police a night. We are paying dispatchers to do clerical. Police dept can do their own entries and MULES – they are MULE certified.

However, because we are a department of city government, can't tell the city manager no.

Question: If went forward with a general sales tax, what impact would that have on morale?

Answer: People are mixed on which they would prefer. We have been under city for so long and promised so much over the years, that there's a trust issue. If it can be specifically stated what the money is allotted for, they would be more comfortable.

Overtime is a real issue. October – over 438 hrs of overtime over 25 people. At time and a half, that's a lot of money and it's consistently that way – more time in summer – October is a low month.

Sheriff Carey provided pictures from Joint Communications Centers in Green County, Missouri; Saline County, Missouri and Johnson County, Kansas.

Motion to adjourn: 7:02pm.

After the meeting, Advisory Board members who provided a tour of the Joint Communications center.

***Please see attached addendum from Boone County Sheriff Dwayne Carey and information from City of Columbia City Manager, Mike Mathes.**

General Sales Tax vs. Statute 190.335

By: Sheriff Dwayne Carey

November 29, 2012

Depending on whom you talk to and on what day it is, you will find that ultimately the user groups don't really care which way this is put on the ballot, as long as it is on the ballot and voters support it. We are all smart enough to know this current state of our 911 center can't be sustained without additional funding. I have spent a great deal of time studying the issue and talking with PSJC members to try and understand their perspectives on the pros and cons of both.

Basically, the City Manager has created trust issues with all of the PSJC users, due to the way he handled the dismissal of the 911 Director in May of this year. Many of the PSJC users are afraid we will just be going from the city to the county, if this was put on the ballot as a general sales tax. The PSJC users are afraid the Commission would have too much control and conceivably the same thing could happen in the future with a rogue Commissioner.

My response to them and to you would be comparing County Government and City Government is like comparing apples to oranges!

: The county has a track history dealing with boards and sales tax issues. Take a look at Prop L!

: There are 3 Commissioners (not 1 City Manager), who are elected and have to answer to their constituents.

: The ballot language and inter-governmental agreements would prohibit any funny business (spending generated revenue on something other than what it is designated for).

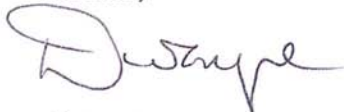
As far as the general sales tax option, I also like the fact that the board would be appointed by the Commission and not elected. As the elected Sheriff, I wouldn't be able to sit on the board under 190.335. My concern would be: Who would be the voice for the Sheriff's Department, if all of the elected board members lived in the City of Columbia?

The most important "pro" for the general sales tax option is the bonding. The county has the established credit history to borrow money without delay. Under 190.335, the new entity has to be set up and a financial history established. The average voter is not going to understand why they voted for our issue, but we can't start fixing the problem until the following April (12 months). Plus, we simply don't have the luxury to wait. The problem at Joint Communications needed to be addressed yesterday!

As you can tell at this point, I am a general sales tax supporter for the reasons cited above. The one "con" to the general sales tax option is the hard working employees at Joint Communications will lose their benefits when leaving the City of Columbia. Of course, none of this has been brought on by them. Many have years of experience and will lose all of their sick leave and retirement. They will be going from an "80 and Out" retirement program that is funded by the City of Columbia to a "Retire at 62 and put in 6% out of each check" retirement that we have at the county. That is the unfortunate part of this! Maybe it is time the county decided to go to the Lagers "80 and out" for all of their public safety employees. Hey, problem solved!!

In all seriousness, we appreciate you volunteering to sit on this committee. Your committee has been a valuable and needed part of this process.

Thanks,

A handwritten signature in blue ink, appearing to read "Dwayne". The signature is stylized with a large, looping initial "D" and a trailing flourish.

Dwayne

2013 Edition of NFPA® 1221 Standards for Installation, Maintenance, and Use of Emergency Services Communications Systems, Section 1221-20:

7.3.1 – The Authority Having Jurisdiction shall ensure that there are sufficient Telecommunicators available to affect the prompt receipt and processing of alarms needed to meet the requirements of section 7.4

7.4.1 - Ninety-five percent of alarms received on emergency lines shall be answered within 15 seconds, and 99% of alarms shall be answered within 40 seconds.

7.4.1.1 – Compliance with 7.4.1 shall be evaluated monthly using data from the previous month

Columbia/Boone County PSJC Answer Time for 9-1-1 (emergency) Calls:

Month	Total Calls	Calls ≤ 15 sec		Calls ≤ 40 sec		Call > 40 sec		Calls > 60 sec	
		Total	%	Total	%	Total	%	Total	%
Jul	6,500	5,391	82.9%	6,077	93.5%	423	6.5%	171	2.6%
Aug	6,562	5,506	83.9%	6,176	94.1%	386	5.9%	179	2.7%
Sep	6,340	5,478	86.4%	6,050	95.4%	290	4.6%	104	1.6%
Oct	6,323	5,480	86.7%	6,043	95.6%	280	4.4%	108	1.7%

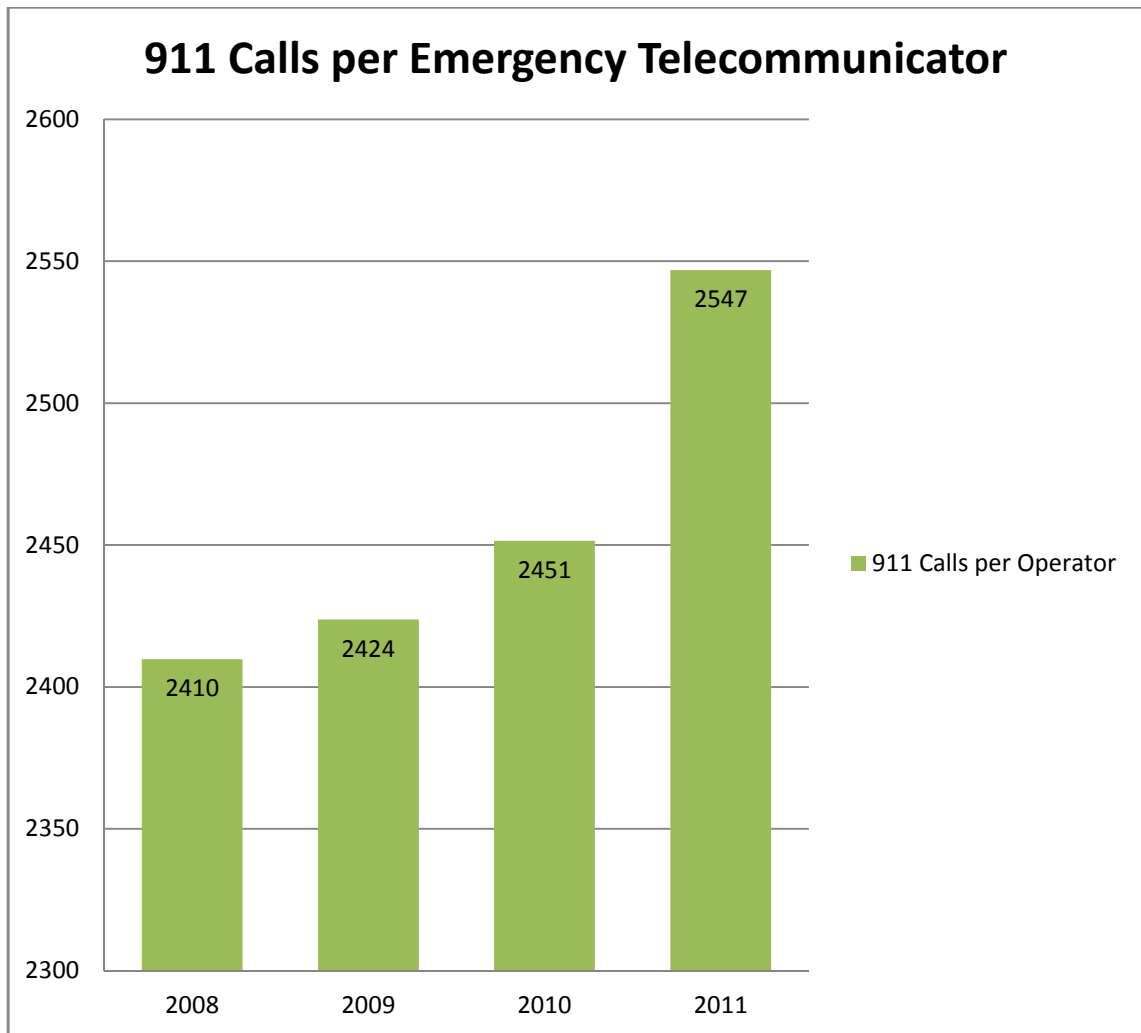
Data from Sentinel Patriot E-9-1-1 System

A Comparison:

The Springfield, Missouri Emergency Communications Center has a stated objective to answer 90% of 9-1-1(emergency) calls in 10 seconds or less. For FY 2012-13, 90% of Springfield's calls were answered in 10 seconds or less. Since July 1, 2012, PSJC answered 80.3% of 9-1-1 (emergency) calls in 10 seconds or less.

Other Numbers:

- **4-Minute Dispatch Information (January 1 – October 31, 2012):**
 - 101,539 law, fire, and EMS calls dispatched, 60% were dispatched in less than four minutes (time of call to time of dispatch).
 - Responders arrived on 79,999 of the calls dispatched. Of these calls, 11.6% had responders arrive on scene in less than four minutes (time of call to time of units on scene).
- **80% Response Time (January 1 – October 31, 2012).** We weren't sure which 80% number was needed, so we ran these both ways.
 - 80% (81,231) of the 101,539 dispatched calls were dispatched within 11:24
 - 80% (63,999) of the 79,999 calls where responders reported arrival on-scene, they did so within 23:57.



Title: Law Enforcement Calls Time to Arrival
 Description: Time of call initiation to arrival by department
 and priority, for 1/1/12 - 10/31/12

Printed on: Nov 29, 2012 at 4:12 PM

Joint Communications Web Reporting

Primary Agency	Priority	Count	Mins to Arrive (Avg)	Mins to Arrive (Max)	Mins to Arrive (Min)
Airport Public Safety	2	4	5	8	3
Airport Public Safety	6	1	1	1	1
Airport Public Safety	7	1	170	170	170
Ashland	1	10	7	14	3
Ashland	2	310	7	62	0
Ashland	3	230	12	119	1
Ashland	4	199	15	267	1
Ashland	5	45	15	62	2
Ashland	6	69	13	60	1
Ashland	7	120	12	93	1
Ashland	8	29	14	101	1
Boone County	1	122	15	46	1
Boone County	2	4227	19	149	0
Boone County	3	2977	20	304	1
Boone County	4	2744	20	266	1
Boone County	5	639	28	262	0
Boone County	6	591	26	201	1
Boone County	7	3032	19	441	0
Boone County	8	559	15	184	1
Boone County	9	22	51	85	32
Columbia	1	616	10	48	0
Columbia	2	12640	11	328	0
Columbia	3	14694	20	560	0
Columbia	4	7749	25	370	0
Columbia	5	3584	31	1417	0
Columbia	6	3073	32	418	1
Columbia	7	5444	32	519	0
Columbia	8	1058	25	419	1
Columbia	9	43	41	223	0
Hallsville	1	2	12	17	7
Hallsville	2	83	10	52	0
Hallsville	3	71	12	73	0
Hallsville	4	72	12	90	2
Hallsville	5	3	67	168	4
Hallsville	6	18	10	33	2
Hallsville	7	40	12	111	1
Hallsville	8	17	16	74	1
Sturgeon	2	44	13	27	0
Sturgeon	3	25	16	74	1
Sturgeon	4	23	28	222	1
Sturgeon	5	5	29	89	7
Sturgeon	6	5	10	20	5
Sturgeon	7	6	16	39	3
Sturgeon	8	2	5	6	3
Overall Summary		65248	21	1417	0

Number of Records: 44

Page 1 of 1

Title: Fire/EMS Calls Time to Arrival
 Description: Time from incident creation to first unit arrival
 by priority, for 1/1/12 - 10/31/12

Printed on: Nov 29, 2012 at 4:13 PM

Joint Communications Web Reporting

Priority	Count	Mins to Arrival (Avg)	Mins to Arrival (Max)	Mins to Arrival (Min)
1	978	6	30	0
2	4981	7	94	0
3	3849	8	1410	0
5	2473	8	36	0
6	68	9	27	0
7	2841	10	68	1
8	142	11	41	1
9	539	3	743	0
Overall Summary				
	15671	8	1410	0

Number of Records: 8

Page 1 of 1

911/Emergency Management Advisory Board
December 6, 2012
Boone County Government Center – Commission Chambers

MINUTES

Committee Members Present:

- | | |
|------------------------|-----------------|
| • Chair, Bart Wechsler | • Joel Bullard |
| • Rusty Antel | • Ty Jacobs |
| • Lynn Behrns | • Mike Lyman |
| • Ted Boehm | • Stephen Smith |

The meeting was called to order at 5:00 p.m. by the Chair, Dr. Bart Wechsler.

Those present did introductions and a roll call of committee members was taken. In addition to committee members present, additional attendees included Boone County Commissioner Dan Atwill, County Counselor CJ Dykhous, Boone County Auditor June Pitchford, Boone County Sheriff Dwayne Carey, Boone County Director of Information Technology Aron Gish, Dave Dunford – technical consultant working with PSJC, Chief Olson Boone County Fire Protection District, Acting Director of PSJC Joe Piper, Brian Maydwell, PSJC, Kim Becking, 911/Emergency Management Advisory Board staff, and several members of the media.

A motion was made and seconded to approve the minutes from the November 29th minutes. Motion passed and minutes were approved.

Dr. Wechsler, Chair, discussed logistics and provided recommendations on how to utilize the next two Advisory Board meetings. Dr. Wechsler indicated that their charge from the Boone County Commission in the resolution creating this Advisory Board asked that they make a recommendation regarding the governance of joint communications (how it should be organized and funded; the relationship to emergency management) and a governance decision about the two possible governance alternatives: A Chapter 190 or a general sales tax. The Advisory Board also has been asked to make recommendations about the scope of operations and functions – what should be included in whatever new organization results from the actions that the Boone County Commission might take. In a lot of ways, those are separate decisions.

Dr. Wechsler suggested that the Advisory Board discuss governance at their meeting tonight, developing a list of pros and cons and take a straw poll or even a vote at the end of the discussion depending on where Advisory Board member are at. And then based upon that recommendation, the Advisory Board then turn to the question of budget and costs and what's entailed as those things are affected by which governance option is selected.

The Advisory Board then would on the meeting on December 13th make decisions about what functions they want to suggest are included, staffing levels, recommendations about facility, hardware/software

and other types of equipment and how that translates into a ballot issue and a rate for the possible sales tax.

Presentation:

June Pitchford, Boone County Auditor provided comments on the possible governance structure.

Pitchford's presentation focused on three key areas:

1) Financial accountability

If a general sales tax:

- Statutory provisions that affect financial accounting system. GAO principles applicable to local government. .

- Demonstrated commitment and history.

- Externally imposed restrictions: Cleans up and clarifies restrictions. These monies will be restricted by externally imposed restrictions.

- Monies can only be spent for purposes outlined in the ballot.

Question: How specific can that be spelled out? To ensure that intention of restricting this money is absolutely restricted.

Answer: Identifying the purpose is important. And clarifying the purpose to which monies can be spent. All of this can be spelled out in the ballot language.

Question: Under a 190, monies can only be spent for 911 dispatching, not emergency management, correct? Under the general sales tax, how do you ensure the money is only been spent on the intended purpose and not for other reasons?

Answer: The general sales tax would flow from language in the ballot if a general sales tax. The county currently has 30 or 40 special revenue funds. The County budget process identifies priorities and designs a spending plan. Neither a 190 board or county commission could choose to spend money on snow plows, for example. But size of staff, etc. driven through budget priorities in a long term planning process.

Ultimately it's up to elected officials, whether that's a new board under 190 or the County Commission with a general sales tax.

If it's a 190, more than likely you would have a professional director and independent board. Similar with County general sales tax option as well.

Under a general sales tax, I would serve in an independent role as auditor.

Question: In a 190 situation, how is that managed? Is there an equivalent?

Answer: No, not structurally in the same sense.

Stephen Smith responded: Under a 190, an outside auditor wouldn't be the same level as having an internal auditor. Not as comprehensive. Day to day better protected with someone like June Pitchford looking at details more closely – not just once a year.

Question: Who would audit the 190?

Answer: Would have to borrow money for construction; have to obtain an annual outside audit. Procure an outside auditor –probably through an RFP process and select one.

With a general sales tax, the Boone County Auditor would provide those services. This would be a major fund. Have its own column. An opinion unit. An audit within an audit. There would be a marginal increase in cost to the county but would not be the same as having an entirely new outside audit. (incremental cost internally) – Under a general sales tax, you would have internal audit protection and an annual audit.

Question: If 190, it doesn't go through the County Auditor's office?

Answer: That is correct. Would not go through the County. That independent entity would have a depository agreement. Probably start collecting funds in October from Department of Revenue. Under a 190, you would be creating an organizational apparatus to handle all of those things.

Question: What if under a general sales tax option, the entity provided contracted services to others outside of the revenue collected from the general sales tax? Would you have too much difficulty keeping separate tax and separate contracted services?

Answer: No. This would be its own separate fiscal entity; services in exchange for fee – no difficulty in accounting for that accounting in the same fund. (There would be an intergovernmental agreement of some kind.)

Helpful to distinguish dynamics of budgeting process of general fund vs. special revenue fund. Identifying priorities and a plan. Departments not competing against each other with a general sales tax because it's a special revenue fund. And programs not competing against each other. Under a general fund, there are competing priorities. With a special revenue fund, that's different – those monies can't be diverted to other purposes.

2) Operational costs

If you determine to go the general sales tax option, the County has some advantageous cost structures. We are self-insured on health and dental benefits. Premium rates lower. A long time before a new entity could do that.

Employees would be a member of CERF. Employer contribution to CERF from a variety of fees and such. No budgetary impact from revenue stream to pay employer portion of that. In a 190, the board, if they offered a retirement plan, would probably do so under LAGERS – include in ballot proposal, something for retirement, at what level, etc.

Under a general sales tax, monies pooled and invested – existing depository agreement – except check clearing fee.

Under a general sales tax, you would have economies of scale – vendor contracts, property insurance, financial advisor, audit services, bond counsel , etc. Incremental costs – be better than going out and procuring separately under a 190.

I do want to make clear that the general fund does not have sufficient revenue to just absorb and staff up as a result of taking on 911. There needs to be some provision within the ballot to address those kinds of costs. Not as high as a separate duplicated entity but will be some costs.

3) Mobilization and Implementation

Mobilization will take time, even with the County. However, it will take longer under the 190 option.

For a new board to mobilize, under either option would need to be appointed, hire staff, there would be no revenue stream until after October (end of year/going into next year). Short term financing arrangement would have to be sought under a 190. There is slower implementation for a 190. They would have to have a history before they could borrow money for construction. Contracting with an architect, agreement, approve, funding stream. Recruitment and hiring: (salary plan in place; benefit package; etc.).

Question: If we went with the 190 option, what's the transition like? Staff, facility, services, etc. and under what authority do they operate during that period of time?

Answer from Commission Atwill: That would be determined by the city. City will continue to operate. We have assurances from the City that they will continue to provide service. But not specifics in detail. Because we need to know which direction we are going before we can decide.

Need for a transition plan regardless. Longer with a 190.

Question: Under a general sales tax, how do you determine what goes to emergency management and what goes to 911?

Answer: result from an annual budgetary process.

For example, with Prop L fund, we establish cost centers aligned with objectives identified in ballot proposal. There would be separate budgets – easy to show.

Question: Under 190, what happens to emergency management?

Answer: Commission would have to determine that. A challenge we will face and solve if we go that route.

Question: Do you have a time frame in mind for what it would take for county to gear up and start construction, hiring, equipment, etc. if we went the general sales tax route and the ballot issue was passed?

Answer: Develop a planning process and identify the schedule. How soon can we finalize specs, etc. Mobilize according to normal schedule. Board design and implement – but we already have that in place. The processes still have to be carried out.

The Advisory Board went through Pros and Cons for a Chapter 190 and the General Sales Tax option.

Chapter 190

PROS	CONS
<ul style="list-style-type: none"> • More autonomy (perceived) 	<ul style="list-style-type: none"> • Slow-start up
<ul style="list-style-type: none"> • Restricted focus to 911 	<ul style="list-style-type: none"> • Emergency management not included
<ul style="list-style-type: none"> • More direct control/say by the user agencies (perception by user agencies) 	<ul style="list-style-type: none"> • Less flexibility
<ul style="list-style-type: none"> • No perception of “misallocation” of monies 	<ul style="list-style-type: none"> • Organizational issues (Board, employee benefits, programs under which those benefits would be associated) – which could raise costs
	<ul style="list-style-type: none"> • More costly for the same level of management (higher cost)
	<ul style="list-style-type: none"> • Lack of knowledge of players (board) – public doesn’t know who will be on the board
	<ul style="list-style-type: none"> • Asks a lot of the volunteer board (initially – to set up the organization)
	<ul style="list-style-type: none"> • Lack of experience with managing 911
	<ul style="list-style-type: none"> • Land acquisition costs

General Sales Tax

PROS	CONS
<ul style="list-style-type: none"> • Includes emergency management 	<ul style="list-style-type: none"> • Expansion of county government (perception)
<ul style="list-style-type: none"> • Existing infrastructure 	<ul style="list-style-type: none"> • Flexible spending options
<ul style="list-style-type: none"> • Quicker start-up 	<ul style="list-style-type: none"> • Less input from user agencies
<ul style="list-style-type: none"> • Lower costs 	<ul style="list-style-type: none"> • Lack of experience with managing 911
<ul style="list-style-type: none"> • Initial focus could be on service rather than organizational issues 	<ul style="list-style-type: none"> • Retirement
<ul style="list-style-type: none"> • Credit already established 	
<ul style="list-style-type: none"> • Self-insured 	
<ul style="list-style-type: none"> • Flexibility in terms of spending options 	
<ul style="list-style-type: none"> • County’s experience/competence 	
<ul style="list-style-type: none"> • Changes power dynamic 	
<ul style="list-style-type: none"> • Existing land 	
<ul style="list-style-type: none"> • Could reduce tax if actual revenues were greater than projected 	

Chair Wechsler asked for Advisory Board members to share any additional thoughts on the governance issue.

Mike Lyman: Some things are more important than others. One is the consideration of emergency management and making sure that those issues are addressed. For that reason, I think the general sales tax option is a more compelling option – in addition to benefits, infrastructure, expeditious, straight-forward.

Joel Bullard: In my mind, as I came into this process, I thought that 190 would be more autonomous. During the course of what we've heard, I believe there's not a whole lot of difference between the two governance options. The general sales tax option I do believe has more benefits. Lower cost, it includes emergency management, a faster start-up. Governments basic responsibility is take care of the safety of the people. This is what we need to do. I am leaning towards the general sales tax but would want this option to be pretty restrictive regarding how the funds could be utilized.

Ted Boehm: I came in with an open mind. I catch myself going back and forth. Still some reservations because I haven't seen or heard a plan from either the 190 or the general sales tax on costs, what it would include, etc. I do know that various boards in the county have been very successful in managing other agencies and their roles. However, I want to hold my vote and cast it next week. County is very attractive. Just haven't made a decision.

Question for June Pitchford or CJ Dykhous: If we opted for general sales tax, and on ballot, would the county be able to begin some preliminary transition planning at that point to think about and plan for what would need to occur if approved by voters? Answer: Yes. Question: Would the 190 structure allow them to do that? Answer: No – don't think so.

Bart Wechsler: That's the difference between a running start and a standing start.

Rusty Antel: How do we make sure that ballot language is restricted?

Sample ballot language was provided (and is attached hereto as an addendum). This language could be tweaked. The specifics of financing haven't been determined and until you know what route you are going, you can't determine when it could be reduced. Could provide a date certain in there – but you bear the risk.

CJ Dykhous indicated the Department of Revenue will have to receive whatever we do well and he would have to have those discussions with them once the ballot language was written.

Suggestion to add in the word "sole" to the ballot language to specify "sole" purpose.

Ty Jacobs: From a technology perspective, there will be a great investment on the front end, and then another substantial investment in 5-7 years (1-10 year life cycle). There will be technology upgrades and must haves in the future. Typically, there's a large upfront investment, a lull and then another big investment (covering 1st wave and then providing for depreciation and being prepared to make next investment) I am torn between the two governance options – I see the County as the immediate let's fix it now – but the 190 as a won't fix now but better solution for the long term – I want a hybrid which doesn't exist.

Rusty Antel: Might be a closer call if 190 could do emergency management, but to me, that's so fundamental. They are linked.

Bart Wechsler: I didn't know enough when we started to have a position. However, I find a number of factors which are compelling for the County general sales tax option: Infrastructure (existing) as someone who studies government and watches it closely (that's a major issue); integration of emergency management and dispatch is really critical; as we've looked at what appears to be more progressive approaches to this problem – Springfield as an example – there are advantages to having emergency management and 911 being housed together. For these reasons, among others stated, I support the general sales tax option. Quite honestly, it's stunning how far behind we are as a consequence of an outdated and dysfunctional arrangement. County is too big; community is too vulnerable – we need to become as modern as we can as quickly as possible and in a fashion that is as cost effective and efficient as possible.

Steve Smith: From technical aspects, I have learned a lot. Everything being equal, The ems piece would tip it for me to support the general sales tax. Otherwise what I learned is the type of facilities we have in this county; impressed with the people. The County does have a good track record of tax issues being passed – we shouldn't fear that too much. County option isn't a harder sell than the other option. And it's not forever – so that's good. I have confidence in the county. Don't need answers to all the details.

Lynn Behrns: County general sales tax option is more efficient and addresses the problem more quickly. And there is a current structure of current county government. I am amazed at how long this has been an issue. In addition, a stand alone government might not get as much oversight – not only internally, but with the media. There would be more public accountability and oversight through the county, as reporters pay close attention to county operations.

Chair Wechsler asked for an informal straw poll of Advisory Board members on the governance issues. Members raised their hand for the option they currently support. The results:

190: 0

General Sales Tax: 7 (*1 if restrictions)

Reserve judgment at this time: 1 (wants to hear the plan)

Presentation by Sheriff Dwayne Carey:

Sheriff Carey provided a brief presentation on the new communications organization budget projections and considerations. **That presentation is attached hereto as an addendum to these minutes.**

Sheriff Carey thanked others who had assisted with the draft plan, including Aron Gish – Boone County Information Technology Director, Joe Piper – Acting Director of PSJC, Brian Maydwell – PSJC, and Dave Dunford.

Sheriff Carey also brought the draft architectural drawings.

Sheriff Carey reiterated that the numbers provided were DRAFT numbers only – purely estimates.

Motion to adjourn: 8:06

***Please see attached addendum from Boone County Sheriff Dwayne Carey.**

New Communications Organization Budget Projections/Considerations

Sheriff Dwayne Carey

New Communication Facility

Description	Budget Cost
General Requirements	\$135,623
Site Work	\$598,756
Concrete	\$470,000
Metals	\$635,086
Wood and Plastics	\$20,000
Thermal and Moisture Production	\$370,000
Doors and Windows	\$218,200
Finishes	\$306,413
Specialties	\$26,000
Equipment and Furnishings	\$88,500
Special Construction and Conveying System	\$234,000
Mechanical and Electrical	\$2,121,905
Allowances	\$1,089,628
Contingencies and Support Building	\$1,376,353
Non-Construction Costs, Design and Consulting Costs	\$1,175,285
TOTAL	\$8,865,748

All Estimates are Draft Numbers

Personnel Costs

	Minimum	Mid Point	Maximum
Current + Benefits*	\$2,042,865	\$2,769,277	\$3,495,690
Minimum 20 w/Admin** + Benefits*	\$1,223,839	\$1,554,107	\$1,884,375
Minimum additional IT if managing Public Safety IT Functions*** + Benefits*	\$155,682	\$191,940	\$228,199
Additional Staff if not affiliated with current entities**** + Benefits*	\$341,197	\$420,391	\$499,585
Total Salary + Benefits*	\$3,763,583	\$4,935,716	\$6,107,849

*Benefits are based on the 2013 benefits percentage (41.7%) that current PSJC employees receive

**Additional Admin Staff include a Director, Trainer, Administrative Assistant and IT Analyst

***Additional IT Staff include two additional IT analyst positions

****Additional includes Human Resources, Financial, Legal, and Maintenance
(Calculated as FTE's but can be outsourced if more efficient)

New Facility Radio Expense

Description	Budget Cost
Radio Tower, erected	\$ 175,000
Equipment Shelter	\$ 58,000
Tower antenna equipment	\$ 78,635
Building antenna equipment	\$ 22,350
Site radio equipment	\$ 90,950
Site linking equipment	\$ 65,000
Control consoles	\$ 1,025,000
Console furniture	\$ 625,000
Radio control equipment, head end	\$ 124,000
Simulcast control equipment	\$ 76,800
Receiver voting equipment	\$ 212,500
Specialized furnishings & equip	\$ 155,000
Telephone system and sets	\$ 116,750
TOTAL	\$ 2,824,985

All Estimates are Draft Numbers

Ongoing Facility Radio Expense

	2013	2014	2015	2016	2017	2018	2019	2020
Radio Tower, erected								
Equipment Shelter								
Tower antenna equipment	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Building antenna equipment	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Site radio equipment	\$10,000							
Site linking equipment			\$25,000			\$25,000		
Control consoles								
Console furniture							\$175,000	\$175,000
Radio control equipment, head end					\$125,000			
Simulcast control equipment	\$18,000		\$18,000			\$55,000		
Receiver voting equipment			\$12,000		\$22,000			\$22,000
Specialized furnishings & equip					\$135,000			
Telephone system and sets						\$58,000		
TOTAL	\$36,000	\$8,000	\$63,000	\$8,000	\$290,000	\$146,000	\$183,000	\$205,000

All Estimates are Draft Numbers

Radio Site Monthly Expenses

	ASH	CEN	CNT	DEM	GRS	HAR	KOM	MAL	MCC	POL	PRA	RED	RIG	RNN	ROC	SCO	SHE	STE	TOW	WAL	ZIN	Monthly Totals
Site/Tower Lease	\$900.00	\$200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$315.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500.00	\$0.00	\$85.00	\$200.00	\$0.00	\$0.00	\$80.00	\$0.00	\$650.00	\$2,930.00
Electricity	\$0.00	\$150.00	\$150.00	\$100.00	\$0.00	\$150.00	\$0.00	\$150.00	\$0.00	\$0.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$0.00	\$0.00	\$0.00	\$150.00	\$150.00	\$1,900.00
Telephone	\$650.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00	\$225.00	\$35.00	\$35.00	\$35.00	\$860.00	\$225.00	\$125.00	\$125.00	\$35.00	\$125.00	\$35.00	\$2,825.00
Fiber Linking																						
Services, pest	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$315.00
Services, weed	\$0.00	\$0.00	\$0.00	\$0.00	\$15.00	\$15.00	\$0.00	\$0.00	\$15.00	\$0.00	\$15.00	\$0.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$0.00	\$0.00	\$15.00	\$150.00
Services, antenna & feedline	\$35.00	\$35.00	\$50.00	\$35.00	\$50.00	\$50.00	\$35.00	\$0.00	\$35.00	\$35.00	\$35.00	\$45.00	\$35.00	\$40.00	\$45.00	\$35.00	\$35.00	\$35.00	\$30.00	\$40.00	\$50.00	\$785.00
Services, system technical	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$120.00	\$2,520.00
Services, air conditioning	\$0.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$0.00	\$20.00	\$20.00	\$380.00
LP gas	\$0.00	\$0.00	\$25.00	\$0.00	\$25.00	\$25.00	\$0.00	\$0.00	\$25.00	\$0.00	\$0.00	\$25.00	\$0.00	\$25.00	\$25.00	\$0.00	\$25.00	\$25.00	\$0.00	\$25.00	\$25.00	\$275.00
Roof & minor building repairs	\$0.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$0.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$0.00	\$20.00	\$30.00	\$370.00
Generator repairs and service	\$0.00	\$0.00	\$25.00	\$0.00	\$25.00	\$25.00	\$0.00	\$0.00	\$25.00	\$0.00	\$0.00	\$25.00	\$0.00	\$25.00	\$25.00	\$0.00	\$25.00	\$25.00	\$0.00	\$25.00	\$25.00	\$275.00
Bldg Electrical repairs & svc	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$525.00
Grading, gravel, site & fence work	\$0.00	\$0.00	\$25.00	\$0.00	\$25.00	\$25.00	\$25.00	\$0.00	\$0.00	\$0.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$0.00	\$25.00	\$25.00	\$0.00	\$0.00	\$25.00	\$275.00
																						\$0.00
Monthly	\$1,745.00	\$620.00	\$510.00	\$370.00	\$375.00	\$525.00	\$585.00	\$385.00	\$315.00	\$270.00	\$650.00	\$505.00	\$960.00	\$515.00	\$1,430.00	\$810.00	\$450.00	\$450.00	\$305.00	\$565.00	\$1,185.00	\$13,525.00

Total Monthly: \$13,525

Total Yearly: \$162,300

- Electrical Costs based on historical averages
- Does NOT include recommended preventive maintenance, contractor fees, and expenses

2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
\$179,640.00	\$185,029.20	\$190,580.08	\$196,297.48	\$202,186.40	\$208,251.99	\$214,499.55	\$220,934.54	\$227,562.58	\$234,389.45	\$241,421.14	\$248,663.77	\$256,123.69	\$263,807.40	\$271,721.62

- Includes 3% annual escalator on going forward projections for all cost elements
- Does NOT include recommended preventive maintenance, contractor fees, and expenses

All Estimates are Draft Numbers

Radio System & Site Ongoing Expenses

Radio System & Sites			2013	2014	2015	2016	2017	2018	2019	2020
Site facilities & shelters			\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00
System antennas/feedlines			\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Linking antennas/feedlines			\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Site radio equipment			\$ 35,000.00	\$ 6,000.00	\$ 45,000.00	\$ 650,000.00	\$ 25,000.00	\$ 360,000.00	\$ 12,000.00	\$ 12,000.00
Site linking equipment			\$ 15,000.00	\$ 10,000.00	\$ 25,000.00	\$ 5,000.00	\$ 25,000.00	\$ 5,000.00	\$ 25,000.00	\$ 5,000.00
Site power generator/UPS			\$ 10,000.00	\$ 15,000.00	\$ 10,000.00	\$ 15,000.00	\$ 10,000.00	\$ 15,000.00	\$ 10,000.00	\$ 15,000.00
Site tower & tower equipment			\$ 35,000.00	\$ 95,000.00	\$ 65,000.00	\$ 5,000.00	\$ 95,000.00	\$ 5,000.00	\$ 5,000.00	\$ 95,000.00
Capital repair parts			\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
		Total	\$ 125,000.00	\$ 156,000.00	\$ 175,000.00	\$ 705,000.00	\$ 185,000.00	\$ 415,000.00	\$ 82,000.00	\$ 157,000.00

All Estimates are Draft Numbers

Radio System and Site Totals

		New Center Construction	System Capital 2013	System Capital 2014	System Capital 2015	System Capital 2016	System Capital 2017	System Capital 2018	System Capital 2019	System Capital 2020
Radio System & Sites			2013	2014	2015	2016	2017	2018	2019	2020
Site facilities & shelters			\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00
System antennas/feedlines			\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Linking antennas/feedlines			\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Site radio equipment			\$ 35,000.00	\$ 6,000.00	\$ 45,000.00	\$ 650,000.00	\$ 25,000.00	\$ 360,000.00	\$ 12,000.00	\$ 12,000.00
Site linking equipment			\$ 15,000.00	\$ 10,000.00	\$ 25,000.00	\$ 5,000.00	\$ 25,000.00	\$ 5,000.00	\$ 25,000.00	\$ 5,000.00
Site power generator/UPS			\$ 10,000.00	\$ 15,000.00	\$ 10,000.00	\$ 15,000.00	\$ 10,000.00	\$ 15,000.00	\$ 10,000.00	\$ 15,000.00
Site tower & tower equipment			\$ 35,000.00	\$ 95,000.00	\$ 65,000.00	\$ 5,000.00	\$ 95,000.00	\$ 5,000.00	\$ 5,000.00	\$ 95,000.00
Capital repair parts			\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
Communications Facility										
Radio Tower, erected		\$ 175,000								
Equipment Shelter		\$ 58,000								
Tower antenna equipment		\$ 78,635	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Building antenna equipment		\$ 22,350	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Site radio equipment		\$ 90,950	\$ 10,000							
Site linking equipment		\$ 65,000			\$ 25,000			\$ 25,000		
Control consoles		\$ 1,025,000								
Console furniture		\$ 625,000							\$ 175,000	\$ 175,000
Radio control equipment, head end		\$ 124,000					\$ 125,000			
Simulcast control equipment		\$ 76,800	\$ 18,000		\$ 18,000			\$ 55,000		
Receiver voting equipment		\$ 212,500			\$ 12,000		\$ 22,000			\$ 22,000
Specialized furnishings & equip		\$ 155,000					\$ 135,000			
Telephone system and sets		\$ 116,750						\$ 58,000		
		\$ 2,824,985.00	\$ 163,013.00	\$ 166,014.00	\$ 240,015.00	\$ 715,016.00	\$ 477,017.00	\$ 563,018.00	\$ 267,019.00	\$ 364,020.00
		\$ 2,824,985.00	All communication-related construction capital for facility only							

All Estimates are Draft Numbers

IT Expenses

Description	Initial Cost	Ongoing Maintenance
Servers	\$156,000	\$9,000
Networking Equipment	\$312,138	\$75,758
Software/Services	\$4,256,639	\$409,555
Other Hardware	\$364,907	\$157,792
Desk/Console Equipment	\$820,212	\$65,597
TOTAL	\$5,909,896	\$717,702

Expenses are for a PSJC type organization only, Emergency Management was not considered in these estimates.

Summary Costs

Description	Cost	Ongoing Cost
Building	\$8,865,748	\$200,000
Personnel	\$4,935,716	\$4,935,716
Radio System and Sites	\$2,824,985	\$380,553
IT Expenses	\$5,909,896	\$717,702
TOTAL	\$22,536,345	\$6,233,971

*Does NOT include any professional IT installation/setup and/or Regular Operating Expenses

911/Emergency Management Advisory Board
December 13, 2012
Boone County Government Center – Commission Chambers

MINUTES

Committee Members Present:

- | | |
|------------------------|----------------|
| • Chair, Bart Wechsler | • Joel Bullard |
| • Rusty Antel | • Ty Jacobs |
| • Lynn Behrns | • Mike Lyman |
| • R.D. Porter | |

The meeting was called to order at 5:00 p.m. by the Chair, Dr. Bart Wechsler.

A roll call of committee members was taken. In addition to committee members present, additional attendees included Boone County Commissioner Dan Atwill, County Counselor CJ Dykhous, Boone County Sheriff Dwayne Carey, Dave Dunford – technical consultant working with PSJC, Chief Olson Boone County Fire Protection District, Acting Director of PSJC Joe Piper, Brian Maydwell, PSJC, Kim Becking, 911/Emergency Management Advisory Board staff, and several members of the media.

A motion was made and seconded to approve the minutes from the December 6th minutes. Motion passed and minutes were approved.

Communication from Advisory Board members Ted Boehm and Stephen Smith were distributed since they were not able to be present at the meeting. The email from Ted Boehm and letter from Stephen Smith are attached hereto as an addendum to the minutes.

Dr. Wechsler asked for a motion from the floor on the governance issue (Chapter 190 vs. a general sales tax option).

Governance Recommendation:

It was moved by Mike Lyman, and seconded by Rusty Antel that the Advisory Board recommend to the Boone County Commission the following:

The 911/Emergency Management Advisory Board recommends the Boone County Commission adopt the general sales tax (county option) for the governance of 911/Joint Communications and Emergency Management operation with the understanding that the ballot language specifies the tax is restricted for those purposes only.

Discussion on the Governance Motion on the Floor:

RD Porter Question: Can we add in a “not to exceed a certain amount” clause. Can the ballot language say that? CJ Dykhous Response: Yes.

RD Porter Question: Renewed annually not to exceed the amount voted upon.

CJ Dykhouse Response: Sales taxes are usually set by ballot proposal. Proposed language was a little free style – 2 set points – 1st capital piece and then the rollback to operating levy. (Won't be that high forever – automatically roll it back once you meet your debt obligations.) In essence, you back into the rate: based upon recommendations and what projections are. You can set a maximum but need to do the work first in order to do that.

RD Porter Question: Once rate is set, is it feasible in ballot language to say the Boone County Commission will review rate annually and can re-establish the rate “no greater than but less than that amount?”

CJ Dykhouse Response: I haven't ever seen that language. There can be sunset – associated with the retirement of the debt. But the Department of Revenue may say it has to be a date certain. Capital levy would have a sunset – of some sort – words or a date.

Dan Atwill Response: We should explore it. If it's possible - let's research it.

Rusty Antel Question: Say hypothetically we start at ½ cent and goes better than we think and goes to ¾ cent at 5 years – the Commission could lower rate in years 4 and 5 if money was better than anticipated. CJ Dykehouse: I've seen that done before and I believe so.

Dr. Wechsler: We would ask that you make sure rates are set appropriately and not building an accumulated balance.

Dr. Wechsler called the question and asked for a roll call vote on the motion on the floor.

The motion on the floor:

The 911/Emergency Management Advisory Board recommends the Boone County Commission adopt the general sales tax (county option) for the governance of 911/Joint Communications and Emergency Management operation with the understanding that the ballot language specifies the tax is restricted for those purposes only.

Rusty Antel: Yes

Lynn Behrns: Yes

Ted Boehm: Absent

Joel Bullard: Yes

Ty Jacobs: Yes

Mike Lyman: Yes

R.D. Porter: Yes

Stephen Smith: Absent

Bart Wechsler: Yes

Motion passes.

Dr. Wechsler then indicated there were other recommendations that the Advisory Board should consider.

What should the rate be? Dr. Wechsler indicated that they can't offer an informed opinion about that. They can make recommendations on other items and then the County experts would back into the rate and determine the rate.

Dr. Wechsler indicated that philosophically, are we trying to solve immediate crisis and deal with staffing issues, given the current needs of the County or are we looking ahead and if so, how far ahead? What does that mean about future staffing and the personnel component of the operating levy.

What kind of a program are we suggesting the County operate?

Key items we need to consider:

- Staffing
- Facility
- What should be located in the facility?
- Short term or long term or in between?
- Given certain staffing levels, what is the need for equipment? And how do we build in the need for both maintenance and upgrading of equipment?
- What should be included?
- Does this include the record management system? Should that be included or not?

Staffing:

RD Porter: Personnel is operational issue. And there are formulas which provide the operation the size of Boone County with numbers of staff, staff support, etc. I think the key issues that I feel we should address are: Would this environment be stand alone or is this co-located with another agency? What type of facility should they be in? Those are things that this Advisory Board should recommend to the County Commission.

Sheriff Carey: The numbers that were presented to you last week are minimum numbers. We had a committee during the summer to look at staffing levels, based upon our experience. The user agencies were involved and those numbers were determined based upon "what do we need to make this place better now." We recommended 20 new FTE's – 4 new operators – that's a minimum number. We are comfortable with that number starting out. We proposed a good starting number.

RD Porter: I want to commend Sheriff Carey on his numbers. He is right on the mark.

Mike Lyman Question: How difficult would it be in the future – say 5 years down the road – to get the resources to get 5 FTE's? Sheriff Carey: You plan for the future. You will need a reserve fund.

RD Porter: I think there's a balancing factor – workload increases means there's more folks in area which means sales tax rate would increase – that could offset additional work load. Self-leveling.

Location:

Co-location and issues associated with that.

Lynn Behrns: If a new structure, it needs to be co-located on the law enforcement campus.

Joel Bullard: Agrees with Lynn Behrns to be on county property but be a stand-alone building that houses Joint Communications and Emergency Services.

RD Porter: Accessibility is a huge issue but also needs to be secure.

Joel Bullard: Most important function of government is to provide emergency services – needs to be safe, secure and reliable. And do the job when needed.

Rusty Antel: Employees are civilian employees.

Question to Dan Atwill from Rusty Antel: If we had to buy land, what would that cost and what are the cost savings? Dan Atwill: Minimum of \$100,000 to purchase land. In addition, the security at the current law enforcement campus is essentially in place.

RD Porter: My only concern regarding the law enforcement campus location is that the county fairgrounds are right across the road and with 63 right there, could be a haz mat incident which could cause the area to be evacuated. Sheriff Carey: We have planned for that. You would shut down the ventilation. 24/7 operation. One of the highest points in Boone County – as far as coverage with radios, etc. a great location.

General consensus from the Advisory Board: It is critical that 911 and Emergency Management be in the same facility. Both the logic and the savings associated with putting the facility on the law enforcement campus makes that the preferred location.

It was moved by Rusty Antel, and seconded by Joel Bullard that the Advisory Board recommend to the Boone County Commission the following regarding location:

The 911-Emergency Management Advisory Committee recommends to the Boone County Commission that the County should build a separate facility to house both 911/Joint Communications and Emergency Management on the law enforcement campus in a facility appropriate for the function.

Dr. Wechsler asked for a roll call vote on the motion on the floor.

Rusty Antel: Yes

Lynn Behrns: Yes

Ted Boehm: Absent

Joel Bullard: Yes

Ty Jacobs: Yes

Mike Lyman: Yes

R.D. Porter: Yes

Stephen Smith: Absent

Bart Wechsler: Yes

Motion passes.

Technology

Dr. Wechsler: Do we want a recommendation on the need for upgrading and modernization and the need for maintaining that high standard as we move forward?

RD Porter: Technology is dictated by functionality of the operation. That's a local decision based upon the operation. I don't feel comfortable telling them the type of technology to buy.

Bart Wechsler: It might be helpful to indicate that the technology currently is quite antiquated and necessary to have a reserve building for constant upgrades for various pieces.

Rusty Antel: This will go on County's normal maintenance schedule.

It was moved by Joel Bullard, and seconded by Lynn Behrns, that the Advisory Board recommend to the Boone County Commission the following regarding technology:

The current state of equipment is inadequate and needs immediate and ongoing replacement and upgrading. The 911-Emergency Management Advisory Committee recommends to the Boone County Commission that this new entity makes replacements of the antiquated technology and that it also maintains a policy of upgrading in a way that provides the level of service that is consistent with the needs of the community.

Dr. Wechsler asked for a roll call vote on the motion on the floor.

Rusty Antel: Yes

Lynn Behrns: Yes

Ted Boehm: Absent

Joel Bullard: Yes

Ty Jacobs: Yes

Mike Lyman: Yes

R.D. Porter: Yes

Stephen Smith: Absent

Bart Wechsler: Yes

Motion passes.

Records Management System Recommendation

Dr. Wechsler recommended that we address the records management system and determine whether the Advisory Board is recommending that the records management system be included in this proposal.

Dan Atwill: The records management system enables law enforcement to determine by a quick computer check whether or not someone that may be stopped in Columbia has a warrant or an outstanding criminal record from another community in the county. There are other mechanisms through MULES, etc. to track major criminal activity. This new system would tighten up law enforcement within the County. The cost of that as I recall was \$5million for initial establishment of the records management system and \$1million a year for maintenance and upkeep. The hospitals and fire departments have told us at various times and told you that they didn't see that as a benefit from their operations. They have their own special software that works well.

Sheriff Carey:

CAD and Mobile piece are already figured in your numbers and crucial to 911. The records management system and jail management system doesn't have anything to do with 911 dispatch. It gives law enforcement agencies a chance to upgrade. If that was added in to 911, then it wouldn't set well with voters and I couldn't support that if records management was thrown in.

Mike Lyman posed a question to Sheriff Carey: Is this still an issue that is independent from what we've already talked about? Sheriff Carey response: Yes. Bart Wechsler: Yes, it's an add on – a \$5million initial investment and an annual \$1million after that.

Sheriff Carey Response: Yes, maintenance would be an additional \$800,000-\$1million a year for the records management system.

Dan Atwill: I respect Chief Burton and Mike Mathes and the records management system should at least be given consideration.

Dr. Wechsler: Is this a critical element or not?

RD Porter: In no case does the records management system fall under 911/Joint Communications or Emergency Management. This is beyond the scope of our initial recommendation.

Joel Bullard: I agree – I can't support the records management system being a part of it. If it was a part of a fee based structure to help generate funds and pay for itself, I could support that. But using sales tax money, no – I don't support that.

Dan Atwill: We should take into account what would require hardware at a later date if other funding became available or it became a critical component that was needed. Cost to have the physical capacity

through lines and whatever else it would take to handle the records management system in the future – can we plan for that?

Sheriff Carey: I'm not opposed to that concept either. It's just that the sales tax shouldn't be where that money comes from.

Rusty Antel moved: I move that the 911/Emergency Management Advisory Board finds it outside the scope of this undertaking to include the records management system but whatever hardware and software is purchased, would recommend that they try to get it to be compatible in the future if the records management system is brought on at a later date. Joel Bullard seconded this motion.

Discussion on the motion:

RD Porter: This is an unfair cost to 911 system. The records management system has no benefit to the 911 environment. Can co-locate in facility location if they so choose for a fee.

Rusty Antel – I withdraw my motion and instead move the following, seconded by Joel Bullard:

Motion:

The 911/Emergency Management Advisory Board recommends to the County Commission that the records management system not be included in this proposal as it is outside of the scope of a 911/Joint Communications and Emergency Management operation.

Dr. Wechsler asked for a roll call vote on the motion on the floor.

Rusty Antel: Yes

Lynn Behrns: Yes

Ted Boehm: Absent

Joel Bullard: Yes

Ty Jacobs: Yes

Mike Lyman: Yes

R.D. Porter: Yes

Stephen Smith: Absent

Bart Wechsler: Yes

Motion passes.

Other Items:

Lynn Behrns: I would like to recommend to the County that they create a mechanism and maintain it for maximizing public participation of user agencies – such as creating an advisory board made up of user agencies to provide input to the County. Lynn moved, and Mike Lyman seconded the motion.

Dan Atwill Response: I would want to get together with all user agencies and where we go from here. And I still intend to do that – an ongoing process.

No vote was taken on the motion as Dan Atwill indicated the County will continue to get input from user agencies and include them in the process.

Next Steps:

Dr. Wechsler discussed next steps.

We will work on drafting a report to submit to the Commission in January. The report will include: the scope of problem; the role of the Advisory Board; who we are; and how we conducted our work. A section will then be presented which will represent our findings, a summary of presentations; what we have made of those as best we can (i.e. current state of equipment is inadequate facility, etc.), and outline our findings/recommendations and how we came to them and provide a justification associated with those recommendations.

We anticipate early to mid-January to provide a draft report to the Advisory Board for input and then we will submit the final version to the Commission in late January. We hope the Commission could act on recommendations as expeditious as possible.

Dr. Wechsler thanked all members of the committee. We did good work in a very short timeframe.

Dan Atwill: Thank you so much on behalf of citizens of Boone County for devoting your time on this extremely important issue. And now we have a direction to go. We will move forward immediately with what you have recommended. I expect it will be adopted in its entirety.

But it may be appropriate down the road to ask to meet with you again to discuss some of the issues and how we present this to the public. Thank you again.

Advisory Board members discussed how much they learned from this process and how much they enjoyed their work.

Motion to adjourn: 6:48p.m.

***Please see attached communication from Advisory Board members Ted Boehm and Stephen Smith, who were absent but provided written comments to share with the Advisory Board at the meeting.**

From: **Ted Boehm** <tpboehm@aol.com>
Date: Mon, Dec 10, 2012 at 6:54 PM
Subject: Safety Joint Communications

December 10, 2012

Mr. Chairman,

I have just a few points to make and a few questions to ask.

First and foremost, I have no concerns about the checks and balances the county has in place tracking revenue and expenses. I have no concerns about the city's finance policies.

What is the advantage of transferring operations from the city to county if revenues are available and a good business plan is in place?

After only five meetings, I was not prepared to recommend a management plan or ballot issue to the County Commission.

The main points heard were about the general sales tax - less expensive and much faster start up, versus 190 tax - more expensive and much slower start up. I have not been advised of the administration cost if a general sales tax is passed or the costs if a 190 tax is passed.

Chief Olsen advised the committee that the district contracts payroll processing, auditing, etc. (Example: payroll processing for 22 employees cost \$2,000 a year.)

Retirement: Currently PSJC employees are under the Lodgers system which is paid for by the city. Under the county, the employees would lose the Lodgers benefits and start over under the county system paying a percent of their pay into the system. If 190 sales tax is passed, the employees would keep their vested time in Lodgers and remain with the system.

Revenues: This committee should explore all revenue resources available instead of just a general sales tax.

In 2011, 73% of emergency calls received were from wireless devices. What are the pros and cons of a cell phone tax?

Will entities continue financial support in the future if some level of tax is passed?

Does city or county government have building space now that could be used to house PSJC? Is there room in the new Sheriff's annex building? Does the Fire District have space?

I believe PSJC is not broken. If this issue fails, PSJC will continue to operate.

On November 1, 2012, Brenda Jensen told the committee if you double the number of call takers without taking care of what PSJC business is, you will recreate the problem. It needs to be decided what the business will be for the PSJC.

Governance - it's a business.

Boone County Protection District has elected board - successful operation.

Boone County Event Center (Fairgrounds) - successful businessman in community with sound leadership is bringing it back to life.

Boone Electric Cooperative has elected board of directors.

City of Columbia has an elected council and

Boone County government has elected office holders.

In the past, boards have done a good job.

PSJC needs a strong director independent from government. It needs financial support so it can budget, grow, update and plan for implementation of new technology.

PSJC needs to be improved. We need to slow down this process. A sound operating plan needs to be developed and the tax issue presented to the people of Boone County needs to be reasonable and well thought out.

The 2013 budget for PSJC is \$2,765,134 and we are looking at an \$8+ million budget? WOW!

Ted P. Boehm

December 12, 2012

Mr. Bart Wechsler
Chair, 911/Emergency Management Advisory Board
Send via e-mail to: WechslerB@missouri.edu

Dear Bart:

As I indicated at last week's meeting, I will not be able to attend the committee's meeting on December 13. Therefore, I respectfully submit this letter to summarize my thoughts on the recommendation the 911/Emergency Management Advisory Board has been asked to make to Presiding Commissioner Atwill on funding and related matters for 911/Emergency Management Services ("911/EMS") for Boone County.

After attending all of the committee's meetings and reviewing the information provided to us, I find I have a strong preference for 911/EMS as a function of county government over the RsMO Chapter 190 alternative. In my opinion, the main factors favoring the county run option are:

- It would permit sales tax funding for combined 911/EMS operations. The 190 alternative would not permit EMS to be combined with the 911 services, thereby leaving EMS to be dealt with in some other manner. Therefore, the 190 approach would leave EMS as a problem to be solved when in fact almost everyone we heard from, and possibly everyone without exception, indicated that from an operations perspective EMS would benefit from being combined with 911. I feel it is hard for us to overlook this and instead concentrate solely on whether 911 would be better under one alternative or the other. But if we were to do that, for all of the reasons below I think the county option is still the superior alternative.
- The all-in cost of 911/EMS or even 911 alone would surely be lower if operated by the county rather than as a new unit of government under the 190 alternative. As a CPA who has audited many local government entities, I did not need a lot of data or list of reasons to convince me of this. But if I needed convincing on this issue, both Presiding Commissioner Atwill in his presentation a few weeks ago and County Auditor June Pitchford in her remarks last week made a convincing case for the county option being the lower cost even without displaying spreadsheets with numbers to support their points. I have worked with Ms. Pitchford in the past and I have no doubt her comments were objective and in no way biased by a desire to assume greater responsibilities for her office, if anyone would be inclined to suspect that they were. None of this is to suggest that the county can take this on without increasing its costs – there will be increased costs.
- Equal to or possibly even more so than the cost benefit of the county option is the professionalism and competence of the administrative functions 911/EMS would benefit from if provided by Boone County vs. what we would have with a new start-up government. Again, both Mr. Atwill and Ms. Pitchford made a compelling case for this, and many of their points were also identified by others we heard from during our meetings. These include such things as legal, internal auditing, accounting, IT functions and attention by executive management (County Commissioners). While it is theoretically possible for a 190 alternative to have the same level of professionalism in time with respect to these functions, my observation from working with local governments is that it is highly unlikely to happen anytime soon and in fact most likely never would. This is an economy of scales as well as an existing talent and experience issue. I am not concerned that we might not continue to have the quality of elected county government officials and employees that we currently have and have had for many years. For many reasons, this is a low risk.

- From a purely practical standpoint, the speed of startup of improved 911/EMS would surely be much better under the county option. We heard virtually no one during our meetings that did not agree. If the facilities the current 911/EMS team was coping with were not in such a sorry state, this might not be as big of a deal, particularly if one could view the long-term prospects of a 190 option as being superior. However, in this case, in my opinion both the short term and the long term view point to the county option as the better alternative.

Those we heard from who favor the 190 option seem to me, if I am understanding their concerns correctly, to feel it is less likely to be politicized, the user agencies would have a more direct say in how 911 is operated, and there would be more assurance that the sales tax funds would be spent only for their intended purpose. I believe their concerns should and can be effectively addressed under the county alternative. Such protections should include, among other things, careful ballot language over the uses of the sales tax funds. I do believe those who favor the 190 option see more protections in the 190 option than as a practical matter really would exist. Several individuals, particularly County Counselor Dykhouse, explained why some of these perceived protections are likely to be an illusion.

We viewed costs estimates last week from Sheriff Carey. These were very helpful. They did not include any estimates of cross-charges from the county for administrative functions that will be provided by the county. But even without those the level of cost for the improved facilities and operations is sobering. I recognize that the proposed facilities were scaled down from, for example, what Springfield, Missouri has and I am in no way qualified to challenge them or offer alternatives. But I am very concerned that the additional rate of sales tax that will cover all of these costs and provide some cushion for errors in estimate will be perceived favorably by enough of the voting citizens in Boone County to pass the ballot measure next April. I think the numbers should be pulled together in a manner that will enable a sales tax rate to be identified that meets these capital and operational costs. If this number seems too high to take to the voters, then I believe attempts should be made to identify how to lower these costs without unduly sacrificing the 911/EMS needs. As to what sales tax increase is palatable, I don't think it can be as high as 1%, but I sense it will need to be at least .50% and probably higher for a period of time to accommodate the debt service costs to finance new facilities. In the long run, I think it is likely additional funding solutions might be needed, some of which might require state enabling legislation, such as cell phone tax for 911/EMS.

Thank you for the opportunity to provide these comments and my point of view. Serving on the committee with the other fine committee members has been a pleasure. I have learned a great deal about 911/EMS, including that we have some excellent individuals watching out for our community interests in this regard. I place a high value on those who choose to serve in government for the right reasons and we are fortunate to continue to have many such individuals serving us as citizens of Boone County.

Sincerely,


Stephen C. Smith

Cc via e-mail to:
kim@momentumstrategies-llc.com